



ENHANCING BANKING SERVICE OF EXCELLENCE

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Untuk mengawal arah kebijakan Bank sesuai Visi dan Misi Bank, pada tahun 2018 telah dilakukan transformasi dengan tujuan utama adalah peningkatan layanan keunggulan Bank. Transformasi dilakukan melalui 4 (empat) pendekatan yaitu: 1) Budaya Kerja; 2) Kualitas Aset; 3) Pertumbuhan Berkesinambungan, serta 4) Aliansi dan Transaksi Perbankan.

Penguatan Budaya Kerja dilakukan dengan mengembangkan *Corporate Culture* yang didukung dengan penguatan kinerja, budaya pelayanan dan budaya kredit yang merupakan inti dari bisnis Bank. Sedangkan peningkatan Kualitas Aset dilakukan melalui perbaikan kualitas terhadap portofolio yang dimiliki termasuk strategi pemulihan aset bermasalah. Pendekatan Pertumbuhan Berkesinambungan dilakukan dengan melakukan penguatan bisnis utama melalui pemutakhiran proses bisnis dan pengembangan kualitas SDM. Sedangkan pendekatan Aliansi dan Transaksi Perbankan dilakukan untuk pengembangan bisnis berbasis teknologi dalam jasa layanan perbankan yang didukung dengan layanan perbankan berbasis teknologi digital yang memungkinkan peningkatan kecepatan, keakuratan, dan kemudahan bertransaksi.

Namun demikian, Bank Victoria menyadari bahwa transformasi dalam rangka peningkatan layanan keunggulan Bank masih perlu lebih ditingkatkan efektivitasnya. Kedepannya, Bank Victoria tetap optimis untuk senantiasa berupaya melakukan yang terbaik dalam rangka peningkatan kinerja Bank.

To safeguard the Bank's policy direction in accordance with the Bank's Vision and Mission, a transformation was carried out in 2018 with the main purpose of improving the Bank's superior services. Transformation was carried out through 4 (four) approaches, which are: 1) Work Culture; 2) Quality of Assets; 3) Sustainable Growth, and 4) Alliance and Banking Transactions.

Strengthening Work Culture was carried out by developing Corporate Culture supported by strengthened performance, service culture and credit culture, which are the Bank's business cores. While the increase in Quality of Assets was carried out by improving the quality of the portfolio owned, including the recovery strategy of non-performing assets. The Sustainable Growth Approach was carried out by strengthening key business through updating the business process and developing quality human resources. Whereas the Alliance and Banking Transactions approach was carried out for technology-based business development in banking services supported by digital technology-based banking services that enable increased speed, accuracy, and ease of transactions.

However, Bank Victoria realizes that the effectiveness of the transformation, in order to improve Bank excellence services, still needs to be further enhanced. In the future, Bank Victoria remains optimistic to always strive to do its best in order to improve the Bank's performance.

Kesinambungan Tema

Theme Sustainability

2018



Enhancing Banking Service of Excellence

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2017



Continuous Improvement towards Sustainable Growth

Bank Victoria senantiasa mengupayakan pertumbuhan secara *prudent* dan kompetitif, bukan hanya dibandingkan kompetitor dalam kelompok bank BUKU II, namun juga dibandingkan bank-bank lainnya. Pertumbuhan ini khususnya didukung oleh perluasan segmen bisnis perbankan yang dijalankan, yakni dengan beroperasinya Bank Victoria sebagai bank devisa.

Bank Victoria continues to pursue prudent and competitive growth, not just against the competitors in BUKU II bank group, but also compared to other banks. This growth is particularly supported by the expansion of the course of banking business segment, which is the operation of Bank Victoria as a foreign exchange bank.

2016

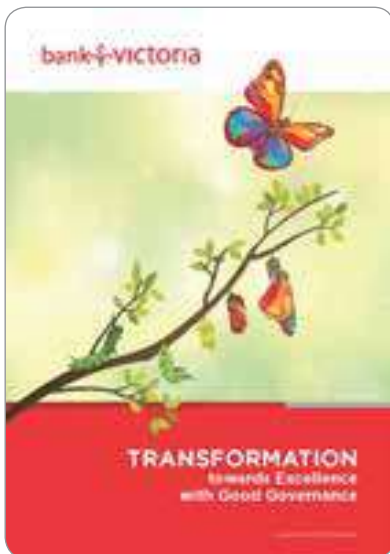


Sustainable Asset Quality Growth

Menetapkan strategi-strategi kunci untuk mencapai pertumbuhan kualitas aset yang berkelanjutan, yakni melalui pengelolaan penyaluran kredit dan penghimpunan dana pihak ketiga.

Establishing key strategies to achieve sustainable asset quality growth through managing its lending distribution and third-party funding.

2015



Transformation Towards Excellence with Good Governance

Menjalankan transformasi dengan senantiasa melakukan continuous improvement yang berfokus pada *improvement people, process, technology* dan *quality*.

Conducting transformation by continuous improvement, focusing on improvement of people, processes, technology, and quality.

2014



Growing Through Effectiveness

Fokus pada efektifitas proses.
Focus on the process effectiveness.

2013



Corporate Governance for Sustainable Growth

Pengelolaan perbankan yang sehat mendorong pertumbuhan bisnis yang berkelanjutan.

Sound banking management drives sustainable business growth.

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565	<i>Stakeholder</i> Penting Yang Terdampak atau Berpengaruh Pada Dampak Dari Aktivitas Perseroan / Important Stakeholders That Are Affected by or Influencing The Impact of Company's Activities	575	Dampak Pelaksanaan CSR Terkait Kesehatan Kerja / CSR Implementation Impact Related To Occupational Health	587	Kegiatan CSR Terkait Tanggung Jawab Kepada Pemasok / CSR Activities Related to Responsibility To Suppliers
565	Isu-Isu Penting Sosial, Ekonomi Dan Lingkungan Terkait Dampak Kegiatan Aktivitas Perseroan / Important Socio-Economic and Environmental Issues Related to the Impact of the Company's Activities	575	Keselamatan Kerja / Occupational Safety	587	Dampak Implementasi CSR Terkait Tanggung Jawab Kepada Pemasok / CSR Implementation Impact Related To Responsibility to Suppliers
566	Tanggung Jawab Sosial Perusahaan Yang Merupakan Kewajiban Maupun Yang Melebihi Kewajiban / Corporate Social Responsibility, Which is an Obligation and Beyond the Obligation	575	Kebijakan CSR Terkait Keselamatan Kerja / CSR Policies Related To Occupational Safety		
568	CSR Terkait Dengan Operasi yang Adil / CSR Related to Fair Operations	575	Target Implementasi CSR Terkait Keselamatan Kerja / CSR Implementation Target Related to Occupational Safety	588	Referensi POJK dan Kriteria ARA / Reference to POJK and ARA Criteria
568	Kebijakan / Policies	575	Kegiatan CSR Terkait Keselamatan Kerja / CSR Activities Related to Occupational Safety		
568	Target / Target	575	Dampak Pelaksanaan CSR Terkait Keselamatan Kerja / CSR Implementation Impact Related to Occupational Safety	611	LAPORAN KEUANGAN
568	Kegiatan / Activities	576	CSR Terkait Dengan Pengembangan Sosial dan Kemasyarakatan / CSR Related to Community Social Development		FINANCIAL STATEMENTS
569	Dampak / Impact	576	Kebijakan CSR Terkait Pengembangan Sosial dan Kemasyarakatan / CSR Policy Related to Social and Community Development		
570	CSR Terkait dengan Lingkungan Hidup / CSR Related to Environment	576	Target Implementasi CSR Terkait Pengembangan Sosial dan Kemasyarakatan / CSR Implementation Target Related to Social and Community Development		
570	Kebijakan Terkait dengan Lingkungan Hidup / CSR Policies Related To Environment	577	Kegiatan CSR Terkait Pengembangan Sosial dan Kemasyarakatan / CSR Activities Related to Social and Community Development		
570	Target Terkait dengan Lingkungan Hidup / CSR Implementation Target Related to Environment	581	Dampak Kegiatan CSR Terkait Pengembangan Sosial dan Kemasyarakatan / CSR Activity Impact Related to Social and Community Development		
570	Kegiatan Terkait Dengan Lingkungan Hidup / CSR Activities Related to Environment	581	Biaya Kegiatan CSR Terkait Pengembangan Sosial dan Kemasyarakatan / Costs of CSR Activity Related to Social and Community Development		
571	Dampak Terkait Dengan Lingkungan Hidup / Impact of CSR Activities Related to Environment	582	CSR Terkait Produk dan Nasabah / CSR Related to Products and Customers		
571	Sertifikasi Terkait Lingkungan Hidup / Certifications Related to Environment	582	Kebijakan CSR Terkait Produk dan Nasabah / CSR Policy Related to Products and Customers		
572	CSR Terkait Dengan Ketenagakerjaan, Kesehatan, dan Keselamatan Kerja / CSR Related to Employment, Occupational Health and Safety	583	Target Implementasi CSR Terkait Produk dan Nasabah / Target on Csr Implementation Related to Products and Customers		
572	Ketenagakerjaan	583	Kegiatan CSR Terkait Produk dan Nasabah / CSR Activities Related to Products And Customers		
572	Kebijakan CSR Terkait Ketenagakerjaan / CSR Policies Related to Employment				
572	Target Implementasi CSR Terkait Ketenagakerjaan / CSR Implementation Target Related to Employment				
572	Kegiatan CSR Terkait Ketenagakerjaan / CSR Activities Related to Employment				
574	Dampak Kuantitatif CSR Terkait Ketenagakerjaan / CSR Quantitative Impact Related to Employment				

Sekilas Tentang Perseroan

Company at a Glance



Jejak Langkah

Milestones

1992

Didirikan di Jakarta dengan nama PT Bank Victoria pada tanggal 28 Oktober 1992.

Established in Jakarta under the name PT Bank Victoria on 28 October 1992.

1994

Memulai operasi sebagai Bank Umum secara komersial berdasarkan ijin dari Menteri Keuangan Republik Indonesia pada tanggal 5 Oktober 1994.

Started its operations as the Commercial Bank based on the license from the Finance Minister of the Republic of Indonesia on 5 October 1994.

1997

Memperoleh ijin dari Bank Indonesia untuk beroperasi sebagai Pedagang Valuta Asing pada tanggal 25 Mei 1997.

Obtained a license from Bank Indonesia to operate as the Foreign Exchange Trader on 25 May 1997.

2006

Melakukan PUT III sejumlah 670.363.760 lembar saham dengan nilai nominal Rp100,- per saham dengan harga yang ditawarkan sebesar Rp115,- per saham dan sejumlah 469.277.676 Waran Seri IV pada tanggal 13 Juli 2006.

The Bank conducted a LPO III of 670,363,760 shares with a nominal value of Rp100 per share offered at Rp115 per share and 469,277,676 Series IV Warrants on 13 July 2006.

2003

Bank melakukan PUT II sejumlah 705.243.360 lembar saham dengan nilai nominal dan harga yang ditawarkan sebesar Rp100,- per saham dan sejumlah 423.146.016 Waran Seri III pada tanggal 20 Maret 2003.

The Bank conducted a LPO II of 705,243,360 shares with both nominal value and offer price of Rp100 per share and 423,146,016 Series III Warrants on 20 March 2003.

2000

Bank melakukan penawaran umum terbatas (PUT) I sejumlah 614.000.000 lembar saham dengan nilai nominal sebesar Rp100,- per saham dengan harga yang ditawarkan sebesar Rp115,- per saham dan sejumlah 85.960.000 Waran Seri II pada tanggal 28 September 2000.

The Bank conducted a limited public offering (LPO) I of 614,000,000 shares with a nominal value of Rp100 per share offered at Rp115 per share and 85,960,000 Series II Warrants on 28 September 2000.

1999

- Bank Victoria menjadi perusahaan publik (*listed company*) dengan melakukan penawaran umum saham perdana (*initial public offering*) sejumlah 250.000.000 lembar saham dengan nilai nominal Rp100,- per saham dan sejumlah 80.000.000 Waran Seri I pada tanggal 4 Juni 1999.

- Bank Victoria menjadi perusahaan publik (*listed company*) dengan melakukan penawaran umum saham perdana (*initial public offering*) sejumlah 250.000.000 lembar saham dengan nilai nominal Rp100,- per saham dan sejumlah 80.000.000 Waran Seri I pada tanggal 4 Juni 1999.

- Bank Victoria became a publicly listed company by conducting an initial public offering of 250,000,000 shares with a nominal value of Rp100 per share and 80,000,000 Series I Warrants on 4 June 1999.

- The Bank obtained an effective statement from the Chairman of the Capital Market Supervisory Agency (Bapepam) to conduct public offering of Bank Victoria Bond I of 2000 at fixed and floating interest rate of Rp100,000,000,000 divided into 2 series of Bond, which are Series A of Rp75,000,000,000 and series B of Rp25,000,000,000 on 28 September 1999.

2007

- Bank melakukan penerbitan Obligasi Bank Victoria II Tahun 2007 dengan tingkat bunga tetap dan Obligasi Subordinasi Bank Victoria I Tahun 2007 dengan tingkat bunga tetap, masing-masing sejumlah Rp200.000.000.000,- pada tanggal 22 Maret 2007.

- Bank Victoria mengakuisisi PT Bank Swaguna sebagai Entitas Anak.

- The Bank issued Bank Victoria Bond II of 2007 at fixed interest rate and Bank Victoria Subordinated Bond I of 2007 at fixed interest rate, each of Rp200,000,000,000, on 22 March 2007.

- Bank Victoria acquired PT Bank Swaguna as a Subsidiary.

2008

Bank melakukan PUT IV sejumlah 1.167.498.560 lembar saham dengan nilai nominal dan harga yang ditawarkan sebesar Rp100,- per saham dan sejumlah 630.449.220 Waran Seri V pada tanggal 11 Juli 2008.

The Bank conducted a LPO IV of 1,167,498,560 shares with both nominal value and offer price of Rp100 per share and 630,449,220 Series V Warrants on 11 July 2008.

2012

Bank melakukan penerbitan Obligasi Bank Victoria III Tahun 2012 dengan tingkat bunga tetap sebesar Rp200.000.000.000,- dan Obligasi Subordinasi Bank Victoria II Tahun 2012 dengan tingkat bunga tetap sebesar Rp300.000.000.000,- pada tanggal 27 Juni 2012.

The Bank issued Bank Victoria Bond III of 2012 at fixed interest rate amounting to Rp200,000,000,000 and Bank Victoria Subordinated Bond II of 2012 at fixed interest rate, amounting to Rp300,000,000,000 on 27 June 2012.

2011

Melakukan PUT V sejumlah 1.954.919.259 lembar saham dengan nilai nominal dan harga yang ditawarkan sebesar Rp100,- per saham dan sejumlah 1.448.939.990 Waran Seri VI pada tanggal 4 Juli 2011.

The Bank conducted a LPO V of 1,954,919,259 shares with both nominal value and offer price of Rp100 per share and 1,448,939,990 Series VI Warrants on 4 July 2011.

2010

Perubahan nama Entitas Anak Bank Victoria dari PT Bank Swaguna menjadi PT Bank Victoria Syariah pada tanggal 19 Januari 2010.

The change of name of the Subsidiary of Bank Victoria from PT Bank Swaguna to PT Bank Victoria Syariah on 19 January 2010.

2013

Bank efektif melakukan penerbitan Obligasi Bank Victoria IV Tahun 2013 dengan tingkat bunga tetap sebesar Rp200.000.000.000,- dan Obligasi Subordinasi Bank Victoria III Tahun 2013 dengan tingkat bunga tetap sebesar Rp300.000.000.000,- pada tanggal 27 Juni 2013.

The Bank effectively issued Bank Victoria Bond IV of 2013 at fixed interest rate of Rp200,000,000,000 and Bank Victoria Subordinated Bond III of 2013 at fixed interest rate, of Rp300,000,000,000 on 27 June 2013.

2016

- Pada tanggal 13 Desember 2016, Bank Victoria telah memperoleh izin operasional sebagai Bank Devisa berdasarkan Surat Kepala Departemen Perizinan dan Informasi Perbankan Otoritas Jasa Keuangan No. S-423/PB.12/2016.

- Melakukan Penanaman Modal Tanpa Hak Memesan Efek Terlebih Dahulu (PMTHMETD) sebesar 9% oleh Deutsche Investitions-Und Entwicklungsgesellschaft Mbh.

- On 13 December 2016, Bank Victoria obtained an operational license as a Foreign Exchange Bank in accordance with the Letter from the Department Head of Licensing and Banking Information of Financial Services Authority No. S-423/PB.12/2016.

- Conducted Capital Investment Without Pre-emptive Rights (PMTHMETD) of 9% by Deutsche Investitions-Und Entwicklungsgesellschaft Mbh.

2018

- **Ekspansi lanjutan di luar Jakarta dengan melakukan pembukaan cabang ke Makassar, Sulawesi Selatan di bulan Desember 2018.**
- **Ekspansi cabang ke daerah Jawa Tengah diantaranya dengan pembukaan Cabang Semarang pada bulan Februari 2018.**
- **Menerbitkan Penawaran Umum Berkelanjutan (PUB) I Obligasi Tahap II Tahun 2018 sebesar Rp. 300 Miliar dan PUB I Obligasi Subordinasi Tahap II Tahun 2018 sebesar Rp. 350 Miliar pada bulan Juni 2018.**

- Further expansion outside Jakarta by opening a branch in Makassar, South Sulawesi in December 2018.

- Branch expansion to Central Java area such as the opening of Semarang Branch in February 2018.

- Issued a Continuous Public Offering (PUB) I Phase II Bond Year 2018 amounting to Rp 300 Billion and PUB I Phase II Subordinated Bond Year 2018 amounting to Rp 350 Billion in June 2018.

2017

- Bank Victoria telah efektif beroperasi sebagai Bank Devisa pada tanggal 20 Februari 2017.

- Melakukan penerbitan Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dengan Tingkat Bunga Tetap sebesar Rp300.000.000.000,- dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dengan tingkat bunga tetap sebesar Rp50.000.000.000,- pada tanggal 11 Juli 2017.

- Bank Victoria effectively operated as a Foreign Exchange Bank on 20 February 2017.

- The Bank issued Bank Victoria Continuous Bond I Phase I of 2017 at fixed interest rate of Rp300,000,000,000 and Bank Victoria Continuous Subordinated Bond I Phase I of 2017 at fixed interest rate, of Rp50,000,000,000 on 11 July 2017.

Kontribusi Terbaik Kami

Our Best Contribution

1

Memiliki Jumlah 92 Kantor Operasional yang Fokus Terhadap Penetrasi Pasar

Has a Total of 92 Operational Offices Focusing on Market Penetration

Sampai dengan saat ini, Bank Victoria telah melakukan ekspansi di beberapa wilayah di Indonesia. Pada tahun 2018, terdapat 2 (dua) pembukaan Kantor Cabang, yaitu di Semarang dan Makassar. Hal ini merupakan bentuk maksimalisasi perluasan bisnis dan jaringan Bank Victoria.

Until now, Bank Victoria has conducted expansion in several regions in Indonesia. In 2018, there were 2 (two) openings of Branch Offices, in Semarang and Makassar. This is a form of maximizing Bank Victoria's business and network expansion.



2

Kualitas Pinjaman yang Semakin Baik dengan Komposisi NPL yang Menurun**Improved Loan Quality with Decreasing NPL Composition**

Di tahun 2018, Bank Victoria menunjukkan semakin membaiknya kualitas pinjaman yang diberikan. Hal ini terlihat dari menurunnya NPL net menjadi sebesar 1,90% di tahun 2018 dibandingkan tahun 2017 sebesar 2,32%.

In 2018, Bank Victoria showed an improvement in the quality of loans. This can be seen from the decline in net NPL to 1.90% in 2018 compared to 2.32% in 2017.

3

Memiliki Potensi Sinergi dan Saling Menguntungkan dengan Seluruh Group Usaha dan Anak Usaha**Has a Potential of Synergy and Mutual Benefits with All Business Groups and Subsidiaries**

Bank Victoria senantiasa melakukan inovasi produk dan layanan finansial bagi nasabah. Produk dan pengembangan aktivitas di tahun 2018 meliputi Penerbitan *Bancassurance Product* (Valas, IB & MB dan *Unit Link*), Produk dan system *Wealth Management*, *Loan Original System (LOS)*, *E-Money*, *E-Document*, *Corporate IB & MB*, *Virtual Account*, *Kredit Chanelling*, *Settlement Bank*, *Delivery Channel* kerjasama Bank Victoria Konvensional dengan Bank Victoria Syariah, Bank Persepsi dan Pengajuan sebagai Bank Administrator Rekening Dana Nasabah (RDN). Pengembangan aktivitas dan produk baru tersebut untuk mendukung ekspansi bisnis khususnya kepada *retail banking*.

Bank Victoria continues to innovate financial products and services for its customers. Products and activity development in 2018 include Issuance of *Bancassurance Products* (Forex, IB & MB, and *Unit Link*), *Wealth Management Product and System*, *Loan Original System (LOS)*, *E-money*, *E-Document*, *Corporate IB & MB*, *Virtual Accounts*, *Channeling Credit*, *Bank Settlement*, *Delivery Channel* in collaboration of Bank Victoria Conventional and Bank Victoria Syariah, the Bank's Perception and Submission as the Client Fund Account Administrator Bank (RDN). The development of new activities and products is to support business expansion, especially for retail banking.

4

Struktur Organisasi yang Profesional serta Fokus Pada Bidang Segmentasi Usaha**Professional Organization Structure Focusing on the Business Segmentation**

Bank Victoria terus memfokuskan kredit segmen UKM dan Komersial secara lebih optimal. Hal ini didukung dengan mengoptimalkan peran dan kualitas pada struktur organisasi Bank, yang lebih profesional dan unggul.

Bank Victoria continues to focus on loans for SME and Commercial segments more optimally. This is supported by optimizing the role and quality of the Bank's organizational structure, which is more professional and superior.

5

Manajemen yang Kuat, Berpengalaman serta Berdedikasi dengan Visi dan Misi serta Memiliki Komitmen Tinggi Pada Penerapan GCG**Strong, Experienced, and Dedicated Management with Vision and Mission and Has High Commitment on Implementation of GCG**

Bank Victoria senantiasa memiliki manajemen yang kuat dalam mendukung visi dan misi perusahaan yakni menjadi bank pilihan nasabah yang terpercaya, sehat dan efisien. Selain itu, Bank Victoria memiliki komitmen penuh dalam menerapkan prinsip-prinsip *good corporate governance*, hal ini terwujud dengan nilai Komposit GCG Bank Victoria sebesar "2" pada Level "BAIK" di tahun 2018.

Bank Victoria always has strong management in supporting the Company's vision and mission, which is to become customers' preferred Bank which is trustworthy, sound, and efficient. In addition, Bank Victoria has a full commitment in implementing the principles of good corporate governance, in which this is realized by Bank Victoria's GCG Composite score of "2" at "GOOD" Level in 2018.



Memiliki Anak Usaha Bank Victoria Syariah untuk Mengakomodasi Kebutuhan Perbankan Syariah

Has a Subsidiary, Bank Victoria Syariah, to Accommodate Sharia Banking Needs

Bank Victoria terus berupaya mengembangkan inovasi produk dan layanan finansial bagi nasabah. Setiap tahunnya, Bank Victoria senantiasa meluncurkan produk dan layanan yang terkini yang bekerjasama dengan Entitas Anak yakni Bank Victoria Syariah. Pengembangan produk dan layanan ini menjadi keharusan Bank Victoria sebagai *One Stop Solution*, yang dapat memenuhi kebutuhan nasabah bagi dunia perbankan terutama produk dan layanan di Perbankan Syariah.

Bank Victoria continues to innovate financial products and services for its customers. Every year, Bank Victoria always launches its latest products and services in collaboration with its Subsidiary, Bank Victoria Syariah. This product and service development is a necessity for Bank Victoria as a *One Stop Solution*, which can meet customers' needs in the banking world, especially products and services in Sharia Banking.

KILAS KINERJA

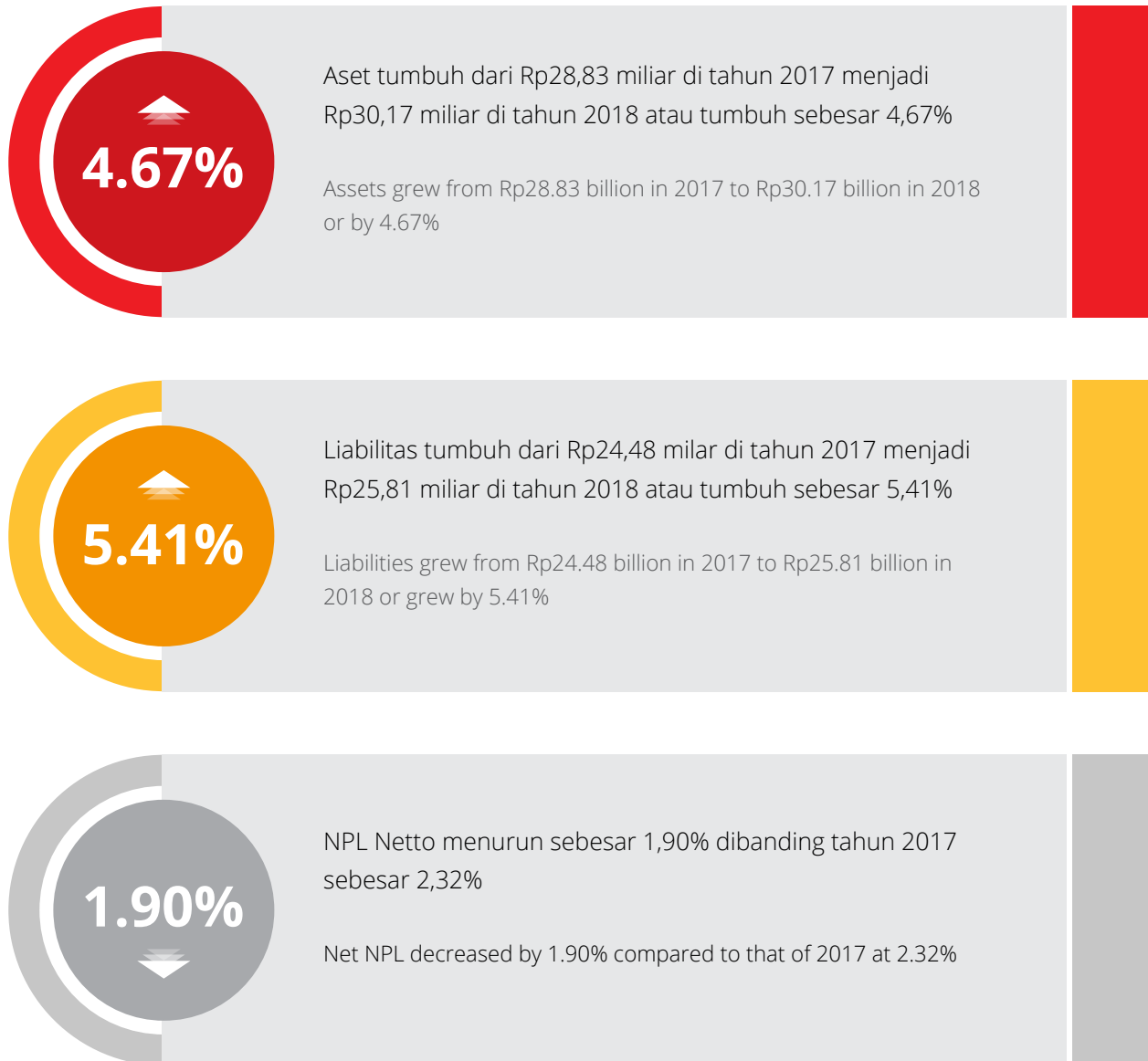
Performance Highlights





Pencapaian Penting Bank Victoria

Bank Victoria's Significant Achievements



Ikhtisar Data Keuangan Penting

Significant Financial Highlights

(dalam juta Rupiah / in million Rupiah)

IKHTISAR KEUANGAN DAN RASIO KEUANGAN

FINANCIAL HIGHLIGHTS AND FINANCIAL RATIOS

Tabel Ikhtisar Data Keuangan Penting
Table of Significant Financial Highlights

Uraian	2018	2017	2016	2015	2014	Description
POSISI KEUANGAN KONSOLIDASIAN / CONSOLIDATED FINANCIAL POSITION						
Aset / Assets						
Kas	57,676	72,142	73,136	68,339	58,857	Cash
Giro pada Bank Indonesia	1,551,075	1,768,561	1,467,640	1,425,748	1,524,951	Current accounts with Bank Indonesia
Giro pada bank lain	91,962	75,231	20,202	8,852	12,317	Current accounts with other banks - net
Penempatan pada Bank Indonesia dan bank lain	2,401,787	2,114,573	1,449,178	1,837,189	2,310,712	Placements with Bank Indonesia and other banks
Efek-efek – neto	6,724,521	7,897,783	7,282,892	5,830,697	4,758,264	Marketable securities - net
Efek-efek yang dibeli dengan janji dijual kembali	1,000,011	-	-	214,535	-	Securities purchased under resale agreements
Pendapatan bunga yang masih akan diterima	189,997	221,739	214,417	188,759	135,609	Interest receivables
Pajak dibayar dimuka	-	-	-	15,768	5,865	Prepaid taxes
Beban dibayar dimuka	21,404	19,862	17,469	16,878	21,255	Prepaid expenses
Pinjaman yang diberikan – neto	16,102,772	15,576,688	14,260,847	12,824,744	12,245,677	Loans - net
Tagihan akseptasi – neto	164,547	117,881	9,731	6,049	-	Acceptance receivable
Penyertaan saham	60	60	60	60	60	Investments in shares
Agunan yang diambil alih – neto	1,054,020	287,638	532,102	202,461	18,328	Foreclosed assets - net
Aset pajak tangguhan – neto	172,902	90,404	99,374	15,468	26,620	Deferred tax assets - net
Aset tetap – neto	541,284	528,001	544,491	567,678	227,702	Fixed assets - net
Aset tidak berwujud – neto	8,654	6,037	5,076	4,380	5,646	Intangible assets - net
Aset lain-lain	89,645	49,009	23,365	23,081	13,019	Other assets
TOTAL ASET	30,172,315	28,825,609	25,999,981	23,250,686	21,364,882	TOTAL ASSETS
LIABILITAS, DANA SYIRKAH TEMPORER, DAN EKUITAS / LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY						
Liabilitas / Liabilities						
Liabilitas segera	4,393	4,495	3,373	2,312	4,225	Obligations due immediately
Simpanan nasabah						Deposits from customers
Pihak berelasi	182,766	167,376	61,019	77,510	72,134	Related parties
Pihak ketiga	20,453,615	20,607,596	19,463,251	17,095,555	16,105,843	Third parties
Simpanan dari bank lain - pihak ketiga	1,835,799	2,236,882	1,332,527	1,646,350	1,067,844	Deposits from other banks - Third parties
Efek-efek yang dijual dengan janji dibeli kembali	1,302,664	-	101,621	-	-	Securities sold under repurchase agreements
Liabilitas akseptasi	161,198	77,660	4,682	-	-	Acceptance payable
Efek-efek yang diterbitkan	1,585,723	1,140,423	995,161	993,189	991,652	Securities issued
Utang pajak	65,331	41,969	30,700	36,017	32,736	Taxes payable

Uraian	2018	2017	2016	2015	2014	Description
Liabilitas pajak tangguhan – neto	-	-	-	35,875	-	Deferred tax liability - net
Liabilitas imbalan kerja karyawan	73,622	76,385	62,654	51,671	50,602	Employee benefits obligation
Akrual dan liabilitas lain-lain	143,460	131,189	119,923	93,110	109,586	Accruals and other liabilities
TOTAL LIABILITAS	25,808,570	24,483,975	22,174,912	20,031,590	18,434,623	TOTAL LIABILITIES
Dana Syirkah Temporer / Temporary Syirkah Fund						
Simpanan nasabah	1,450,020	1,473,688	1,167,549	1,083,256	1,116,830	Deposits from customers
Simpanan bank lain	107,700	21,600	31,250	22,150	53,600	Deposits from other banks
JUMLAH DANA SYIRKAH TEMPORER	1,557,720	1,495,288	1,198,799	1,105,406	1,170,430	TOTAL TEMPORARY SYIRKAH FUND
Ekuitas / Equity						
Modal saham	867,105	867,105	789,065	713,917	713,917	Share capital
Tambahan modal disetor	211,681	211,681	21,945	21,945	21,945	Additional paid-in capital
Saham disetor dimuka	-	-	267,776	-	-	Capital subscribed in advance
Keuntungan (kerugian) yang belum direalisasi atas perubahan nilai wajar efek-efek yang tersedia untuk dijual, setelah pajak	(58,235)	69,692	(14,306)	(6,046)	395,442	Unrealized profit (loss) from changes of fair value of the securities available for sale, net of tax
Surplus revaluasi aset tetap, setelah pajak	355,459	355,459	355,459	276,071	-	Surplus revaluation of fixed assets, net of tax
Saldo laba						Retained earnings
Telah ditentukan penggunaannya	175,156	150,156	116,000	91,000	66,000	Appropriated
Belum ditentukan penggunaannya	1,254,843	1,192,235	1,090,315	1,016,788	957,545	Unappropriated
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk	2,806,009	2,846,328	2,626,253	2,113,674	1,759,802	Equity attributable to equity holders of the parent entity
Kepentingan non pengendali	16	18	17	16	27	Non-controlling interest
TOTAL EKUITAS	2,806,025	2,846,346	2,626,271	2,113,690	1,759,829	TOTAL EQUITY
TOTAL LIABILITAS, DANA SYIRKAH TEMPORER, DAN EKUITAS	30,172,315	28,825,609	25,999,981	23,250,686	21,364,882	TOTAL LIABILITIES, TEMPORARY SYIRKAH FUND, AND EQUITY
LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN / CONSOLIDATED PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME						
Pendapatan bunga dan syariah	2,280,213	2,292,718	2,160,859	2,013,810	2,031,299	Interest and sharia income
Beban bunga dan syariah	(1,820,882)	(1,835,041)	(1,857,234)	(1,657,331)	(1,693,679)	Interest and sharia expenses
Pendapatan bunga dan syariah – neto	459,331	457,677	303,624	356,479	337,620	Interest and sharia income - net
Jumlah Pendapatan operasional lainnya	277,296	416,596	313,458	203,314	131,954	Total Other Operating Income
Jumlah Beban operasional lainnya	(741,052)	(736,193)	(531,820)	(482,955)	(366,089)	Total Other Operating Expenses
(RUGI)/LABA OPERASIONAL	(4,425)	138,080	85,262	76,839	103,485	(LOSS)/INCOME FROM OPERATIONS
PENDAPATAN NON OPERASIONAL – NETO	97,785	38,057	7,599	1,170	18,048	NON-OPERATING INCOME - NET
LABA SEBELUM BEBAN PAJAK PENGHASILAN	93,360	176,137	92,861	78,009	121,533	INCOME BEFORE INCOME TAX EXPENSE
BEBAN PAJAK PENGHASILAN NETO	(14,278)	(40,047)	7,500	76	(15,833)	INCOME TAX (EXPENSE) – NET
LABA BERSIH TAHUN BERJALAN	79,082	136,091	100,360	78,085	105,699	NET INCOME FOR THE YEAR

Uraian	2018	2017	2016	2015	2014	Description
Diatribusikan kepada pemilik entitas induk	79,082	136,090	100,362	78,087	105,703	Attributable to equity holders of the parent entity
Diatribusikan kepada kepentingan non pengendali	0	1	(2)	(2)	(4)	Attributable to non-controlling interest
(RUGI)/PENGHASILAN KOMPREHENSIF LAIN TAHUN BERJALAN, SETELAH PAJAK PENGHASILAN	(119,418)	83,984	69,293	275,785	11,683	OTHER COMPREHENSIVE INCOME FOR THE YEAR - NET OF TAX
JUMLAH (RUGI) PENGHASILAN KOMPREHENSIF	(40,336)	220,075	169,653	353,870	117,382	TOTAL COMPREHENSIVE (LOSS)/INCOME
Laba tahun berjalan yang dapat diatribusikan kepada:						Net income attributable to:
Pemilik entitas induk	79,082	136,091	169,652	353,881	117,385	Equity holders of the parent entity
Kepentingan nonpengendali	-	-	1	(11)	(2)	non-controlling interest
(Rugi)/laba komprehensif tahun berjalan yang dapat diatribusikan kepada:						Comprehensive (loss)/income attributable to:
Pemilik entitas induk	(40,334)	220,074	169,652	353,881	117,385	Equity holders of the parent entity
Kepentingan nonpengendali	(2)	1	1	(11)	(2)	non-controlling interest
Laba per Saham						Earnings per Share
Dasar (dalam Rupiah penuh)	9,12	15,69	13,56	10,94	15,26	Basic (in full Rupiah)
Dilusian (dalam Rupiah penuh)	9,12	15,69	13,56	9,73	13,53	Diluted (in full Rupiah)
ARUS KAS KONSOLIDASIAN / CONSOLIDATED CASH FLOW						
Kas bersih dari (untuk) aktivitas operasi	(1,343,241)	1,408,519	785,605	503,034	963,627	Cash Flow from (for) operating activities
Kas bersih dari (untuk) aktivitas investasi	1,150,586	(495,577)	(1,980,687)	(1,069,814)	338,527	Cash Flow from (for) investing activities
Kas bersih dari (untuk) aktivitas pendanaan	450,000	250,000	342,924	-	15,890	Cash Flows from (for) financing activities
Kenaikan (penurunan) bersih kas dan setara kas	257,346	1,162,942	(852,158)	(566,779)	1,318,044	Net Increase (Decrease) of cash and cash equivalents
Kas dan setara kas pada awal tahun	3,650,912	2,487,970	3,340,128	3,906,907	2,588,863	Cash and cash equivalents at beginning of year
Kas dan setara kas pada akhir tahun	3,908,258	3,650,912	2,487,970	3,340,128	3,906,907	Cash and cash equivalents at end of year
RASIO KEUANGAN* / FINANCIAL RATIOS*						(dalam % / in%)
Permodalan / Capital						
KPMM dengan memperhitungkan risiko kredit, operasional	16.98	18.76	26.18	20.38	18.35	CAR by calculating credit risk, operational risk
KPMM dengan memperhitungkan risiko kredit, risiko operasional, dan risiko pasar	16.73	18.17	24.58	19.30	18.35	CAR by calculating credit risk, operational risk, and market risk
Aktiva tetap terhadap modal	17.90	18.05	19.98	17.38	17.38	Fixed Assets to Capital
Aset Produktif / Earning Assets						
Aset produktif dan non produktif bermasalah terhadap total aset produktif dan non produktif	2.36	2.94	2.18	2.63	2.07	Non-performing earning assets and non-earning assets to total earning assets and non-earning assets
Aset produktif bermasalah terhadap total aset produktif	2.10	1.86	2.35	2.86	2.25	Non-performing earning assets to total earning assets

Uraian	2018	2017	2016	2015	2014	Description
CKPN aset keuangan terhadap aset produktif	1.38	1.16	1.07	1.08	0.85	Allowance for Impairment Losses of financial assets to earning assets
Pemenuhan CKPN aset produktif	106.90	83.73	79.25	80.79	77.09	Allowance for Impairment Losses fulfillment of earning assets
Pemenuhan CKPN Aset non produktif	0.00	160.11	59.98	0.00	0.00	Allowance for Impairment Losses fulfillment of non-earning assets
NPL bruto	3.48	3.05	3.89	4.48	3.52	Gross NPL
NPL neto	1.90	2.32	2.37	3.93	2.61	Net NPL

Profitabilitas / Profitability

ROA	0.33	0.64	0.52	0.65	0.80	ROA
ROE	3.41	5.52	4.79	6.73	7.62	ROE
NIM	1.82	2.13	1.53	2.08	1.88	NIM
BOPO	100.24	94.53	94.30	93.89	93.25	BOPO
Rasio laba (rugi) terhadap jumlah aset	0.28	0.48	0.41	0.54	0.63	Income (Loss) to Total Assets Ratio
Rasio laba (rugi) terhadap jumlah ekuitas	2.81	4.62	3.82	5.65	7.31	Income (Loss) to Total Equity Ratio
Rasio laba (rugi) terhadap pendapatan bunga	3.75	6.13	4.79	4.67	5.20	Income (Loss) to interest income
Rasio liabilitas terhadap jumlah aset	90.06	89.52	89.34	90.41	91.37	Liabilities to Total Assets Ratio
Rasio liabilitas terhadap ekuitas	906.29	854.52	837.92	1,000.00	1,114.03	Liabilities to Total Equity Ratio

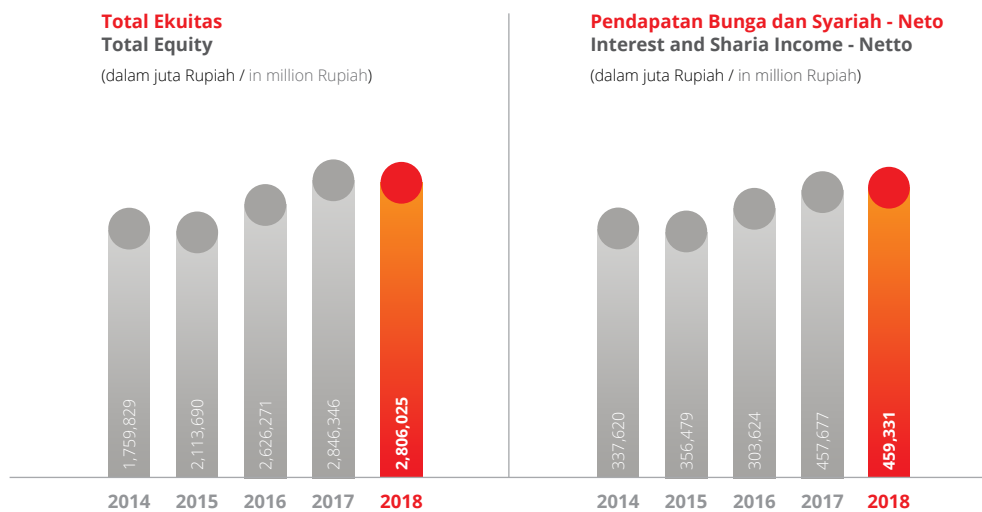
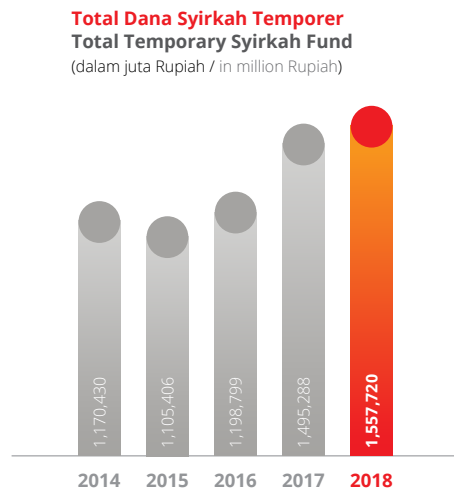
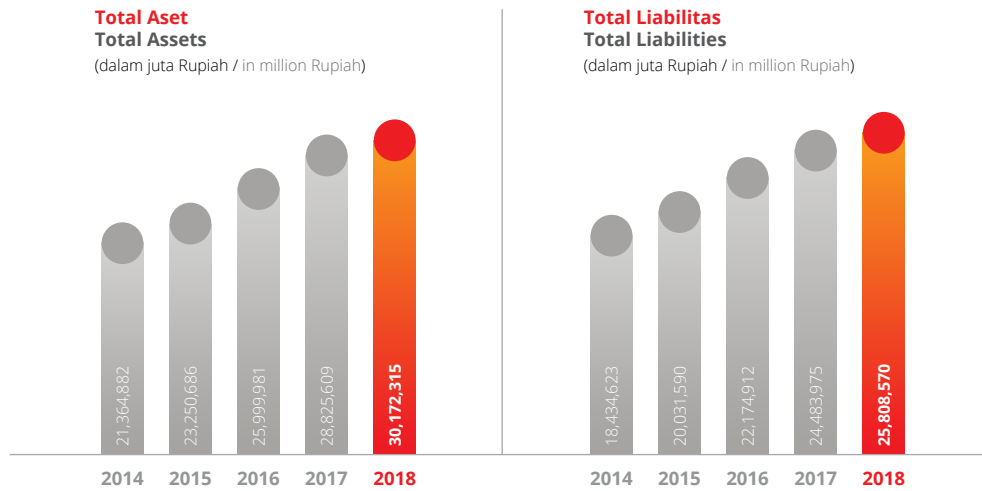
Likuiditas / Liquidity

LDR	73.61	70.25	68.38	70.17	70.25	LDR
Rasio aktiva keuangan terhadap liabilitas keuangan	108.99	108.83	107.09	93.46	98.41	Financial assets to financial liabilities ratio

Kepatuhan / Compliance

Persentase pelanggaran BMPK	0.00	0.00	0.00	0.00	0.00	Percentage of LLL Violation
Pihak terkait	0.00	0.00	0.00	0.00	0.00	Related Parties
Pihak tidak terkait	0.00	0.00	0.00	0.00	0.00	Non-Related Parties
Persentase pelampauan BMPK	0.00	0.00	0.00	0.00	0.00	Percentage of LLL Excess
Pihak terkait	0.00	0.00	0.00	0.00	0.00	Related Parties
Pihak tidak terkait	0.00	0.00	0.00	0.00	0.00	Non-Related Parties
GWM primer – Rupiah	7.26	7.97	7.52	8.35	8.86	Primary Minimum Reserve Requirements - Rupiah
GWM primer - Valas	8.09	8.97	0.00	0.00	0.00	Secondary Minimum Reserve Requirements - Valas
GWM sekunder – Rupiah	14.38	17.37	14.46	12.21	12.67	Secondary Minimum Reserve Requirements - Rupiah
GWM LFR	0.00	0.00	0.00	0.00	0.00	LFR Minimum Reserve Requirements
Posisi devisa neto	0.47	0.07	0.00	0.00	0.00	Net Open Position

* merupakan angka PT Bank Victoria International Tbk (induk saja)
 * the figure is for PT Bank Victoria International Tbk (parent only)



IKHTISAR OPERASIONAL

OPERATIONAL HIGHLIGHTS

Tabel Ikhtisar Operasional
Table of Operational Highlights

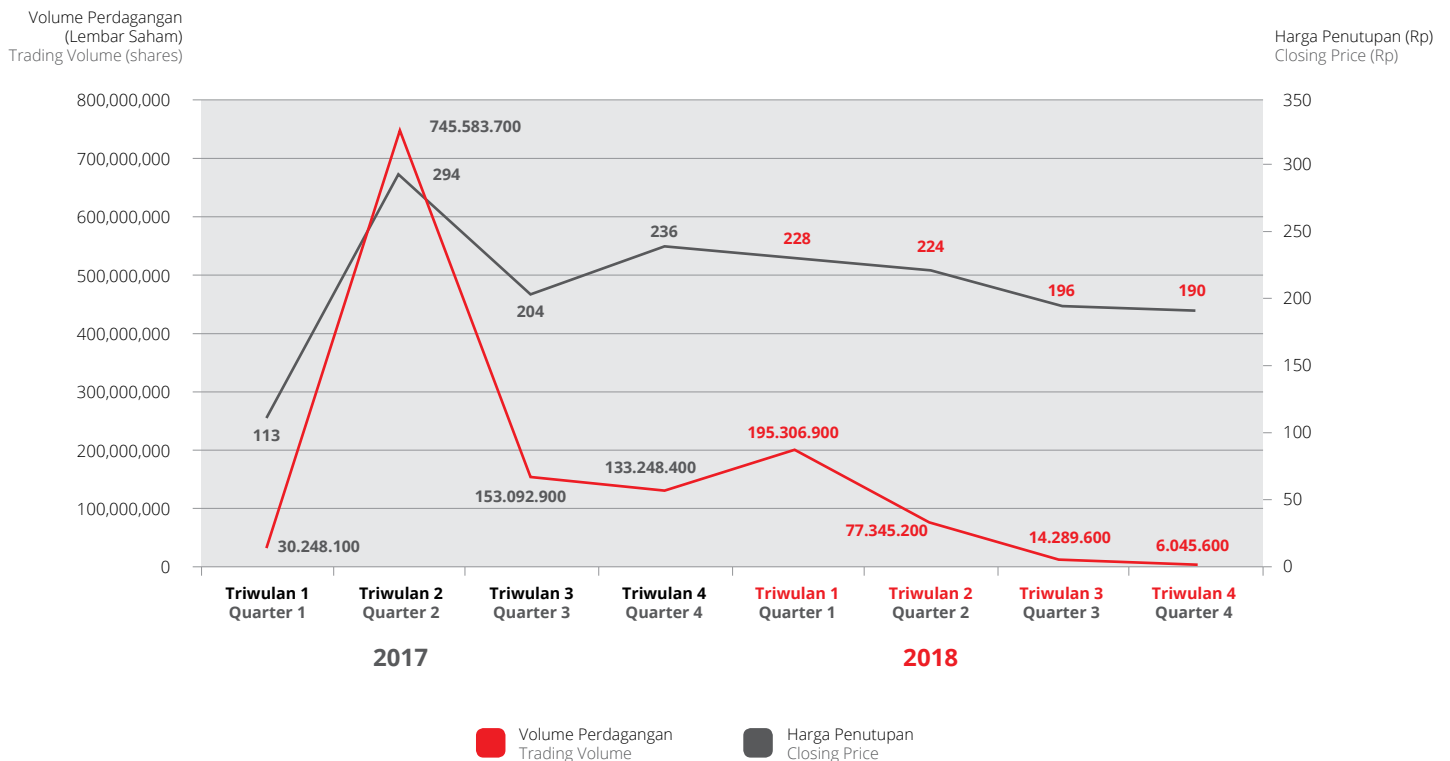
Produk	2018	2017	2016	2015	2014	Products
PRODUK SIMPANAN / DEPOSIT PRODUCTS (dalam unit rekening / in account unit)						
Tabungan	70,558	70,504	65,013	52,391	37,839	Saving Deposits
Giro	2,306	2,373	2,173	2,165	2,211	Demand Deposits
Deposito berjangka	24,187	25,364	21,616	15,601	16,671	Time Deposits
TOTAL	97,051	98,241	88,802	70,157	56,721	TOTAL
PRODUK PINJAMAN / LOAN PRODUCTS (dalam juta Rupiah / in million Rupiah)						
Pinjaman tetap	9,803,808	9,223,073	8,038,703	7,631,078	7,800,601	Fixed Loans
Pinjaman konsumen	299,260	396,336	508,247	544,281	542,381	Consumer Loans
Pinjaman rekening koran	973,885	889,565	870,230	1,058,895	1,139,861	Overdraft Loans
Pinjaman tetap dengan angsuran	4,028,664	3,980,405	3,789,570	2,615,929	1,713,609	Fixed Loans with Instalments
Pinjaman serba guna	53,408	78,889	118,020	167,396	157,441	Multipurpose Loans
Pinjaman tanpa agunan	-	71	479	788	1,073	Unsecured Loans
Pembiayaan syariah	1,234,571	1,262,926	1,212,690	1,075,681	1,075,424	Sharia Financing
TOTAL	16,393,596	15,831,264	14,537,940	13,094,048	12,430,390	TOTAL

INFORMASI HARGA SAHAM

INFORMATION ON SHARE PRICE

Periode Period	Harga Pembukaan (Rp) Opening Price (Rp)	Harga Terendah (Rp) Lowest Price (Rp)	Harga Tertinggi (Rp) Highest Price (Rp)	Harga Penutupan (Rp) Closing Price (Rp)	Volume Perdagangan Trading Volume	Jumlah Saham Beredar (lembar) Number of Outstanding Shares (Sheets)	Kapitalisasi Pasar (Rp) Market Capitalization (Rp)
2018							
Tw 1	236	224	294	228	195,306,900	8,671,048,162	1,976,998,980,936
Tw 2	228	195	262	224	77,345,200	8,671,048,162	1,942,314,788,288
Tw 3	224	192	226	196	14,289,600	8,671,048,162	1,690,854,391,590
Tw 4	196	150	208	190	6,045,600	8,671,048,162	1,647,499,150,780
2017							
Tw 1	107	98	123	113	30,248,100	8,671,048,162	979,828,442,306
Tw 2	111	103	340	294	745,583,700	8,671,048,162	2,549,288,159,628
Tw 3	194	182	326	204	153,092,900	8,671,048,162	1,768,893,825,048
Tw 4	210	192	308	236	133,248,400	8,671,048,162	2,046,367,366,232
2016							
Tw 1	102	103	106	105	167,162	7,139,187,980	751,314,544,562
Tw 2	105	100	103	102	89,419	7,803,486,594	793,080,663,843
Tw 3	102	104	107	106	356,352	7,890,653,827	833,779,087,720
Tw 4	106	94	98	97	754,457	8,671,048,162	837,356,450,967

Grafik Perdagangan Saham Bank Victoria Graphic of Stock Trading of Bank Victoria



AKSI KORPORASI CORPORATE ACTIONS

Pada tahun 2018, Bank Victoria menerbitkan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat Bunga tetap Seri A pada tanggal 5 Juni 2018. Jumlah obligasi senilai Rp100.000.000.000 dengan tingkat suku bunga 9,70% dan tanggal jatuh tempo pada 5 Juni 2021. Peringkat pada tahun 2018 yaitu idA- (*Single A Minus*) dari PT Pemeringkat Efek Indonesia (PEFINDO).

Bank Victoria juga menerbitkan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap Seri B pada tanggal 5 Juni 2018. Jumlah obligasi senilai Rp200.000.000.000 dengan tingkat suku bunga 10,30% dan tanggal jatuh tempo pada 5 Juni 2023. Peringkat pada tahun 2018 yaitu idA- (*Single A Minus*) dari PT Pemeringkat Efek Indonesia (PEFINDO).

Kemudian Bank Victoria juga menerbitkan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap pada tanggal 5 Juni 2018. Jumlah obligasi senilai Rp350.000.000.000 dengan tingkat suku bunga 11,00% dan tanggal jatuh tempo pada 5 Juni 2025. Peringkat pada tahun 2018 yaitu idBBB (*Triple B*) dari PT Pemeringkat Efek Indonesia (PEFINDO).

In 2018, Bank Victoria issued Bank Victoria Continuous Bonds I Phase II Year 2018 at fixed interest rate of A Series on 5 June 2018. The amount of bonds is Rp100,000,000,000 at an interest rate of 9.70% and the maturity date is 5 June 2021. Rating in 2018 was idA- (*Single A Minus*) from PT Pemeringkat Efek Indonesia (PEFINDO).

Bank Victoria also issued Bank Victoria Continuous Bonds I Phase II Year 2018 at fixed interest rate of B Series on 5 June 2018. The amount of bonds is Rp200,000,000,000 at an interest rate of 10.30% and the maturity date is 5 June 2023. Rating in 2018 was idA- (*Single A Minus*) from PT Pemeringkat Efek Indonesia (PEFINDO).

Then, Bank Victoria also issued Bank Victoria Continuous Subordinated Bonds I Phase II Year 2018 at fixed interest rate on 5 June 2018. The amount of bonds is Rp350,000,000,000 at an interest rate of 11.00% and the maturity date is 5 June 2025. Rating in 2018 was idBBB (*Triple B*) from PT Pemeringkat Efek Indonesia (PEFINDO).

AKSI PENGHENTIAN SEMENTARA PERDAGANGAN SAHAM (SUSPENSION) DAN/ATAU PENGHAPUSAN PENCATATAN SAHAM (DELISTING)

SUSPENSION OF SHARES TRADING AND/OR DELISTING OF SHARES

Pada tahun 2018 Bank Victoria tidak pernah dikenakan sanksi penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*).

In 2018, Bank Victoria was never subjected to suspension of shares trading and/or delisting of shares.

INFORMASI OBLIGASI, SUKUK ATAU OBLIGASI KONVERSI

INFORMATION ON BONDS, SUKUK, OR CONVERTIBLE BONDS

INFORMASI OBLIGASI

INFORMATION ON BONDS

Uraian Description	Tanggal Efektif Effective Date	Jumlah Obligasi (juta Rupiah) Total Bond (in million Rupiah)	Tanggal Jatuh Tempo Maturity Dates	Tingkat Suku Bunga (%) Interest Rates (%)	Status Status	Peringkat Ratings	
						2018	2017
Obligasi Subordinasi Bank Victoria II Tahun 2012 dengan tingkat bunga tetap Bank Victoria Subordinated Bond II in 2012 with fixed interest rate	27 Juni 2012 27 June 2012	300,000	27 Juni 2019 27 June 2019	11.00	Belum Lunas Not Paid	idBBB+ (Triple B) dari PT Pemeringkat Efek Indonesia (PEFINDO) IdBBB+ (Triple B) from PT Pemeringkat Efek Indonesia (PEFINDO)	idBBB+ (Triple B Plus) dari PT Pemeringkat Efek Indonesia (PEFINDO) IdBBB+ (Triple B Plus) from PT Pemeringkat Efek Indonesia (PEFINDO)
Obligasi Bank Victoria IV Tahun 2013 dengan tingkat bunga tetap Bank Victoria Bond IV in 2013 with fixed interest rate	27 Juni 2013 27 June 2013	200,000	27 Juni 2018 27 June 2018	9.50	Belum Lunas Not Paid	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)
Obligasi Subordinasi Bank Victoria III Tahun 2013 dengan tingkat bunga tetap Bank Victoria Subordinated Bond III in 2013 with fixed interest rate	27 Juni 2013 27 June 2013	300,000	27 Juni 2020 27 June 2020	10.50	Belum Lunas Not Paid	idBBB+ (Triple B Plus) dari PT Pemeringkat Efek Indonesia (PEFINDO) IdBBB+ (Triple B Plus) from PT Pemeringkat Efek Indonesia (PEFINDO)	idBBB+ (Triple B Plus) dari PT Pemeringkat Efek Indonesia (PEFINDO) IdBBB+ (Triple B Plus) from PT Pemeringkat Efek Indonesia (PEFINDO)

Uraian Description	Tanggal Efektif Effective Date	Jumlah Obligasi (juta Rupiah) Total Bond (in million Rupiah)	Tanggal Jatuh Tempo Maturity Dates	Tingkat Suku Bunga (%) Interest Rates (%)	Status Status	Peringkat Ratings	
						2018	2017
Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dengan tingkat bunga tetap Bank Victoria Continuous Bond I Phase I in 2017 with fixed interest rate	11 Juli 2017 11 July 2017	300,000	11 Juli 2022 11 July 2022	10.30	Belum Lunas Not Paid	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)
Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dengan tingkat bunga tetap Bank Victoria Continuous Subordinated Bond I Phase I in 2017 with Fixed Interest Rate	11 Juli 2017 11 July 2017	50,000	11 Juli 2024 11 July 2024	11.00	Belum Lunas Not Paid	idBBB (Triple B) dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB (Triple B) from PT Pemeringkat Efek Indonesia (PEFINDO)	idBBB (Triple B) dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB (Triple B) from PT Pemeringkat Efek Indonesia (PEFINDO)
Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap Seri A Bank Victoria Continuous Bond I Phase II of 2018 at fixed interest rate A Series	5 Juni 2018 5 June 2018	100,000	5 Juni 2021 5 June 2021	9.70	Belum Lunas Not Paid	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)
Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap Seri B Bank Victoria Continuous Bond I Phase II in 2018 with fixed interest rate B Series	5 Juni 2018 5 June 2018	200,000	5 Juni 2023 5 June 2023	10.30	Belum Lunas Not Paid	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)
Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap Bank Victoria Continuous Subordinated Bond I Phase II in 2018 with Fixed Interest Rate	5 Juni 2018 5 June 2018	350,000	5 Juni 2025 5 June 2025	11.00	Belum Lunas Not paid	idBBB (Triple B) dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB (Triple B) from PT Pemeringkat Efek Indonesia (PEFINDO)	idBBB (Triple B) dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB (Triple B) from PT Pemeringkat Efek Indonesia (PEFINDO)

Peristiwa Penting di Tahun 2018

Significant Events in 2018

Januari / January

11

Relokasi Cabang Pasar Baru

Kantor Cabang Pasar Baru Resmi berpindah lokasi ke Jl. Lautze Raya No. 65, Jakarta Pusat

Relocation of Pasar Baru Branch

The new Branch Office officially moves to Jl. Lautze Raya No. 65, Jakarta Pusat



Februari / February

23

Ekspansi cabang ke daerah Jawa Tengah i.e Pembukaan Cabang Semarang

Expansion of branch to Central Java regions, such as Opening Semarang Branch





April / April

19

Raker Mini

**Kegiatan Rapat Kerja (Raker)
Mini Bank Victoria**

Mini Work Meetings

Bank Victoria's Mini Work
Meetings Activities



Mei / May

18

**Rapat Umum Pemegang Saham
Tahunan 2017 dan Public
Expose 2018 yang dilaksanakan
di Graha BIP, Lt. 10**

Annual General Meeting of
Shareholders 2017 and Public
Expose 2018 that were held at
Graha BIP, 10th Floor



Mei / May

25

**Kegiatan Corporate Social
Responsibility (CSR) dengan
melakukan Kunjungan dan
Santunan kepada Panti Asuhan
Al-Anwar**

Corporate Social Responsibility
(CSR) Activities by conducting
Visit and Assistance to
Al-Anwar Orphanage Home

Juni / June

11

Bank Victoria menerbitkan Obligasi Berkelanjutan I Tahap II tahun 2018 sebesar Rp300 Miliar dan Obligasi Subordinasi Berkelanjutan I Tahap II tahun 2018 sebesar Rp350 Miliar.

Bank Victoria issued Continuous Bonds I Phase II Year 2018 of Rp300 Billion and Continuous Subordinated Bonds I Phase II Year 2018 of Rp350 Billion.



Juni / June

4

Perpindahan Kantor Cabang Senayan ke Senayan City lantai 6

Moving of Senayan Branch Office to Senayan City, 6th Floor



Juli / July

23

Kantor Pusat Operasional Bank Victoria Resmi menempati Gedung Baru, Graha BIP, Lantai 10, Jakarta Selatan

Bank Victoria's Operational Head Office officially occupies the new building, Graha BIP, 10th Floor, South Jakarta.





Juli / July

31

PT Bank Victoria International Tbk dan PT Victoria Alife Indonesia menandatangani Perjanjian Kerjasama untuk produk VIP Platinum Safe

PT Bank Victoria International Tbk and PT Victoria Alife Indonesia entered into a Cooperation Agreement for VIP Platinum Safe product.



Agustus / August

17

Dekorasi 17 Agustus 2018 dilakukan untuk merayakan dan memeriahkan acara 17 Agustus 2018

Decoration of 17 August 2018 was conducted to commemorate and enliven the 17 August 2018 event.



September / September

26

**Peringkat 1 Certificate of Appreciation untuk The Best Productivity Bank
Event : Indonesia Banking Award
Organizer : Tempo Media Group & Indonesia Banking School
2018**

1st Rank of Certificate of Appreciation for The Best Productivity Bank
Event: Indonesia Banking Award
Organizer: Tempo Media Group & Indonesia Banking School
2018

Oktober / October

5

Kegiatan Donor Darah sebagai kegiatan acara CSR Ulang Tahun Bank Victoria

Blood Donation event as a CSR activity of Bank Victoria's Anniversary.



November / November

16

Kegiatan CSR Victoria Peduli di Gereja Sidang Jemaat Allah, Mangga Dua, Jakarta

Victoria Cares CSR Activity at the Sidang Jemaat Allah Church, Mangga Dua, Jakarta



November / November

30

Penghargaan Bank Berpredikat "Sehat" BUKU 2 dengan Aset di atas Rp20 Triliun di acara Indonesia Best Banking Award, Warta Ekonomi

Award for BUKU 2 "Healthy" Bank with Assets above Rp20 Trillion at the Indonesia Best Banking Award event, Warta Ekonomi





Desember / December

1

**Kegiatan CSR Natal yayasan
Kasih Orang Tua dan Peduli
Anak PNIEL**

CSR activity for Christmas at
PNIEL Parents Love and Care
for Children Foundation.



Desember / December

20

**Kegiatan CSR SD Laksa
Bhakti Jembata pada tanggal
20 Desember 2018 dalam
rangka membangun gedung
Perpustakaan dan Lapangan**

CSR activity at Elementary
School (SD) Laksa Bhakti
Jembata on 20 December 2018
in regard of building Library and
Field.



Desember / December

25

**Perayaan Natal pada tanggal
25 Desember 2018 dengan tema
Harmony of Christmas Bank
Victoria dan Group**

Christmas celebration on 25
December 2018 with the theme
of Harmony of Christmas of
Bank Victoria and Group.



LAPORAN MANAJEMEN

Management Report



Laporan Dewan Komisaris

Report of the Board of Commissioners



Oliver Simorangkir

Komisaris Utama
President Commissioner

Pemegang saham dan para pemangku kepentingan lainnya yang kami hormati,

Bersama ini kami sampaikan Laporan Dewan Komisaris dalam menjalankan fungsi pengawasan dan pemberian nasihat atas jalannya kepengurusan Perseroan. Dalam menjalankan tugasnya, Dewan Komisaris berpedoman pada aturan perundang-undangan yang berlaku serta Anggaran Dasar Perusahaan.

Fokus pengawasan Dewan Komisaris selama tahun 2018 menekankan pada strategi dan pengelolaan bisnis. Di samping itu Dewan Komisaris juga menekankan pengawasan terhadap upaya meningkatkan kinerja Bank dalam mencapai *financial sustainability*.

Berikut kami sampaikan beberapa hal penting terkait dengan tugas dan tanggung jawab Dewan Komisaris.

PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI PERSEROAN

Pengawasan terhadap implementasi strategi yang telah dilakukan dilaksanakan melalui mekanisme pemberian rekomendasi yang diperlukan. Rekomendasi yang telah diberikan terkait dengan strategi dan pengelolaan Bank selama tahun 2018 adalah sebagai berikut:

1. Meningkatkan sinergi dan melakukan analisa yang lebih mendalam untuk mendukung pertumbuhan kredit termasuk segmen Usaha Kecil dan Menengah.
2. Menjaga kualitas kredit Bank, berdasarkan prinsip kehati-hatian termasuk mempertahankan nasabah Bank yang loyal.
3. Meningkatkan kualitas sumber daya manusia melalui berbagai pelatihan dan penugasan guna meningkatkan kualitas layanan serta lebih memahami kebutuhan nasabah.
4. Terus menerus fokus untuk meningkatkan kompetensi dan kemampuan para pemangku bisnis/kredit dalam rangka memperoleh pemberian kredit yang berkualitas.
5. Menyelesaikan kredit bermasalah (NPL) dan Aset yang di Ambil Alih (AYDA) yang saat ini rasio dan outstandingsnya cukup tinggi. Sehingga produktivitas Bank menjadi lebih baik dan risiko yang mungkin bisa terjadi dapat dikurangi.
6. Senantiasa memelihara kerja sama yang baik diantara Unit Kerja Bisnis dan Unit Kerja Independen (*Credit Risk Review*) untuk bersinergi dan bersama-sama mencapai tujuan yang sama yaitu kualitas kredit yang baik.
7. Mengikuti perkembangan teknologi terutama *Financial Technology (Fintech)* untuk mengimbangi persaingan perbankan dalam pelayanan nasabah.

Esteemed Shareholders and Other Stakeholders,

We hereby convey the Report of the Board of Commissioners in carrying out our supervisory and advisory functions on the course of the Company's management. In carrying out its duties, the Board of Commissioners is guided by the applicable laws and regulations and the Company's Articles of Association.

The focus of Board of Commissioners' supervision throughout 2018 emphasized on business strategy and management. In addition, the Board of Commissioners also emphasized supervision on efforts to improve the Bank's performance in achieving financial sustainability.

Below, we present a number of important matters related to the duties and responsibilities of the Board of Commissioners.

SUPERVISION OF COMPANY'S STRATEGY IMPLEMENTATION

Supervision on implementation of strategies that have been carried out is performed through a mechanism to provide necessary recommendations. The recommendations given related to the Bank's strategy and management in 2018 are as follows:

1. Increasing synergy and conducting more in-depth analysis to support credit growth including the Small and Medium Enterprises segment.
2. Maintaining the Bank's credit quality, based on the principle of prudence including maintaining loyal Bank customers.
3. Improving human resources quality through various trainings and assignments in order to improve service quality and understand customer needs better.
4. Continuously focusing on improving the competencies and capabilities of business/credit stakeholders in order to obtain quality credit.
5. Solving non-performing loans (NPL) and foreclosed assets (AYDA), which currently has a high ratio and outstanding, so that the Bank's productivity gets better and the risks that might occur can be reduced.
6. Always maintaining good cooperation between the Business Unit and the Credit Risk Review to synergize and together achieve the same goal, which is good credit quality.
7. Following the technological development, especially Financial Technology (Fintech) to balance banking competition in customer service.



2.

1.

3.

1. **Oliver Simorangkir** - Komisaris Utama / President Commissioner
2. **Gunawan Tenggahardja** - Komisaris/Komisaris Independen / Commissioner/Independent Commissioner
3. **Zaenal Abidin, PhD** - Komisaris/Komisaris Independen / Commissioner/Independent Commissioner

ARAHAN DEWAN KOMISARIS KEPADA DIREKSI

Mekanisme pemberian nasihat kepada Direksi dilakukan melalui mekanisme Rapat Gabungan Dewan Komisaris bersama Direksi, Rapat Dewan Komisaris bersama Direktorat dan Kepala Divisi *Special Asset Management*. Untuk mempersiapkan rapat-rapat tersebut, Dewan Komisaris juga menyelenggarakan Rapat Dewan Komisaris. Selama tahun 2018 telah dilaksanakan Rapat Gabungan Dewan Komisaris dan Direksi sebanyak 14 (empat belas) kali dan Rapat Dewan Komisaris bersama Direktorat sebanyak 2 (dua) kali dan Rapat Dewan Komisaris Bersama dengan Kepala Divisi *Special Asset Management* sebanyak 6 (enam) kali.

Selain itu, mekanisme pemberian nasihat juga dilaksanakan dengan menyampaikan rekomendasi secara tertulis. Selama tahun 2018 telah disampaikan beberapa rekomendasi yang meliputi rekomendasi terkait strategi dan pengelolaan bisnis serta strategi peningkatan kinerja Bank.

PENILAIAN ATAS KINERJA DIREKSI

Tahun 2018 merupakan tahun yang penuh tantangan bagi Bank Victoria. Dewan Komisaris memberikan apresiasi kepada Direksi atas upaya yang telah dilakukan dalam menghadapi berbagai tantangan tersebut. Kondisi perekonomian makro merupakan salah satu faktor yang menjadi dasar penilaian yang digunakan dalam menilai kinerja Direksi. Pertumbuhan ekonomi dunia melambat disertai dengan berkurangnya ketidakpastian pasar keuangan global. Perkembangan ekonomi dunia tersebut memberikan tantangan terhadap ekspor maupun aliran masuk modal asing ke negara berkembang, termasuk Indonesia. Dengan perkembangan ini, pertumbuhan ekonomi Indonesia belum menunjukkan peningkatan pertumbuhan yang signifikan. Pertumbuhan ekonomi meningkat dari 5,07% (YoY) pada 2017 menjadi 5,17% (YoY) pada 2018 dan merupakan pencapaian tertinggi dalam lima tahun terakhir. Pertumbuhan ekonomi nasional yang masih menghadapi tantangan, juga terjadi pada industri perbankan. Meskipun dari sisi kredit mengalami peningkatan pertumbuhan, Dana Pihak Ketiga (DPK) mengalami penurunan pertumbuhan yaitu sebesar 6,5% pada 2018, menurun dibandingkan dengan pertumbuhan DPK tahun sebelumnya sebesar 9,4%.

Pada kondisi perekonomian dan industri perbankan yang masih mengalami tantangan, Direksi telah melakukan yang terbaik dalam menghadapi kondisi tersebut. Pertumbuhan aset Bank Victoria mencapai 4,67%, lebih tinggi dibandingkan pertumbuhan aset perbankan umum BUKU II sebesar (2,13%). Pertumbuhan kredit Bank Victoria mencapai 3,55% juga lebih tinggi dibandingkan perbankan umum BUKU II sebesar (0,89%). Meskipun DPK Bank Victoria mengalami penurunan pertumbuhan DPK sebesar (0,67%). Penurunan tersebut masih jauh lebih rendah dibandingkan dengan DPK industri BUKU II sebesar (4,14%). Penurunan kinerja pertumbuhan

DIRECTIONS FROM BOARD OF COMMISSIONERS TO BOARD OF DIRECTORS

The mechanism for giving advice to the Board of Directors is carried out through the mechanism of Joint Meetings of the Board of Commissioners with the Board of Directors, Board of Commissioners Meetings with the Directorate and Head of Special Asset Management Division. To prepare for the meetings, the Board of Commissioners also holds the Board of Commissioners Meeting. Throughout 2018, there were 14 (fourteen) Joint Meetings of the Board of Commissioners and the Board of Directors and 2 (two) Meetings of the Board of Commissioners and the Directorate and 6 (six) Meetings of the Board of Commissioners and the Head of Special Asset Management Division.

In addition, the mechanism for giving advice is also carried out by submitting recommendations in writing. Throughout 2018, several recommendations were given related to business strategy and management as well as strategies to improve the Bank's performance.

ASSESSMENT OF BOARD OF DIRECTORS' PERFORMANCE

The year 2018 is a challenging year for Bank Victoria. The Board of Commissioners appreciates the Board of Directors for the efforts that have been made in facing these challenges. Macroeconomic condition was one of the factors that form the basis of assessment used in assessing the Board of Directors' performance. World economic growth is slowing down along with reduced uncertainty in the global financial market. World economic development poses challenges to exports and foreign capital inflows to developing countries, including to Indonesia. With such development, Indonesia's economic growth has not shown significant growth. The economic growth increased from 5.07% (YoY) in 2017 to 5.17% (YoY) in 2018 and is the highest achievement in the last five years. National economic growth that still faces challenges also occurs in the banking industry. Although in terms of credit there was growth increase, Third Party Deposits (DPK) experienced a decline in growth of 6.5% in 2018, compared to the previous year's third-party deposits of 9.4%.

The economic condition and banking industry are still experiencing challenges, and the Board of Directors did their best in dealing with these conditions. The growth of Bank Victoria's assets reached 4.67%, higher than the growth of general banking assets of BUKU II amounting to (2.13%). Bank Victoria's credit growth reached 3.55%, also higher than BUKU II's general banking of (0.89%). Although Bank Victoria's Third-Party Deposits experienced a decline in DPK growth of (0.67%), the decrease was still far lower than DPK of BUKU II industry (4.14%). The decline in BUKU II's growth performance was among others due to in 2018 the banking industry was facing

BUKU II tersebut antara lain disebabkan pada tahun 2018 industri perbankan sedang menghadapi ketatnya likuiditas yang merupakan konsekuensi dari gencarnya bank menyalurkan kredit di tengah minimnya dana pihak ketiga (DPK).

Pada tahun 2018 aset Bank Victoria secara konsolidasian mencapai Rp30,17 triliun, meningkat 4,67% atau Rp1,35 triliun dibandingkan dengan tahun 2017 mencapai Rp28,83 triliun. Secara konsolidasian, pada tahun 2018 pendapatan bunga dan syariah bersih Bank Victoria mencapai Rp459,33 miliar, meningkat 0,36% atau Rp1,65 miliar dibandingkan dengan tahun 2017 mencapai Rp457,68 miliar.

Dasar penilaian lainnya yang digunakan dalam menilai kinerja Direksi adalah kondisi tingkat kesehatan Bank. Bank Victoria melakukan penilaian atas tingkat kesehatan Bank, berdasarkan Peraturan OJK No. 4/POJK.03/2016 tentang Penilaian Tingkat Kesehatan Bank Umum menggunakan pendekatan risiko. Tingkat kesehatan Bank diukur berdasarkan risiko dan kinerja Bank, yang dijabarkan dalam empat faktor, yaitu: profil risiko, tata kelola perusahaan, rentabilitas, dan permodalan.

Berdasarkan penilaian tingkat kesehatan Bank pada tahun 2018, Bank Victoria mendapatkan Peringkat Komposit 2 untuk tingkat kesehatannya. Peringkat ini menunjukkan bahwa kondisi Bank secara umum SEHAT dan mampu melanjutkan bisnisnya di tengah berbagai pengaruh negatif yang signifikan akibat perubahan kondisi bisnis dan faktor eksternal lainnya.

PANDANGAN ATAS PROSPEK USAHA YANG DISUSUN OLEH DIREKSI

Atas prospek usaha yang disusun oleh Direksi, Dewan Komisaris memberikan tanggapan yang positif. Hal ini didasarkan atas kondisi eksternal dan internal Bank Victoria. Kondisi eksternal terkait dengan perekonomian makro, baik dunia maupun nasional. Meskipun pertumbuhan ekonomi global melambat, namun pertumbuhan ekonomi triwulan I 2019 diperkirakan tetap kuat ditopang permintaan domestik. Konsumsi diperkirakan tetap tinggi, didukung daya beli dan keyakinan konsumen yang terjaga, stimulus fiskal yang berlanjut khususnya melalui belanja sosial. Investasi sedikit melambat pada triwulan I 2019 akibat pola musiman awal tahun, dan diperkirakan kembali menguat pada triwulan-triwulan berikutnya didukung proyek infrastruktur.

Neraca Pembayaran Indonesia triwulan I 2019 diperkirakan membaik sehingga menopang ketahanan eksternal. Perkiraan ini didukung aliran masuk modal asing yang tetap besar, yang sampai dengan Februari 2019 mencapai 6,3 miliar dolar AS. Sementara itu, neraca perdagangan mencatat surplus 0,33 miliar dolar AS pada Februari 2019 dipengaruhi penurunan impor nonmigas, di tengah ekspor nonmigas yang juga menurun. Dengan perkembangan ini, posisi cadangan devisa pada akhir Februari 2019 cukup tinggi yakni 123,3 miliar dolar AS, setara dengan pembiayaan 6,9 bulan impor atau 6,7 bulan impor dan pembayaran utang luar negeri Pemerintah, serta berada di atas standar kecukupan internasional sekitar 3 (tiga) bulan impor.

tight liquidity which was a consequence of the incessant bank lending in the midst of the lack of third party deposits (DPK).

In 2018, Bank Victoria's assets, in a consolidated manner, reached Rp30.17 trillion, an increase of 4.67% or Rp1.35 trillion compared to Rp28.83 trillion in 2017. In a consolidation manner, in 2018 Bank Victoria's net interest income and sharia reached Rp459.33 billion, an increase of 0.36% or Rp1.65 billion compared to Rp457.68 billion in 2017.

The other basis of assessment used in assessing the Board of Directors' performance is the Bank's soundness condition. Bank Victoria performs assessment on the Bank's sound level, based on FSA Regulation No. 4/POJK.03/2016 on Sound Level Assessment of Commercial Bank using risk approach. The Bank's sound level is measured based on the Bank's risks and performance, which is elaborated in four factors, which are: risk profile, corporate governance, profitability, and capital.

Based on the Bank's sound level assessment in 2018, Bank Victoria received Composite Score of 2 for its sound level. This score shows that the Bank's condition is generally healthy and able to continue its business amid the significant negative influence due to changes in business condition and other external factors.

VIEWS ON BUSINESS PROSPECT PROPOSED BY BOARD OF DIRECTORS

On the business prospects prepared by the Board of Directors, the Board of Commissioners gave a positive response. This is based on Bank Victoria's external and internal conditions. External conditions related to the macro economy, both world and national. Although the global economic growth has slowed, the economic growth in the first quarter of 2019 is predicted to remain strong, supported by domestic demand. Consumption is predicted to remain high, supported by maintained purchasing power and consumer confidence, continued fiscal stimulus, especially through social spending. Investment slightly slowed in the first quarter of 2019 due to the seasonal pattern of the beginning of the year, and is predicted to rebound in the following quarters as supported by infrastructure projects.

It is predicted that Indonesia's balance of payments in the first quarter of 2019 will improve, and thus, support external resilience. This forecast is supported by a large inflow of foreign capital, which as of February 2019 reached 6.3 billion US dollars. Meanwhile, the trade balance recorded a surplus of 0.33 billion US dollars in February 2019 affected by a decline in non-oil and gas imports, in the midst of declining non-oil and gas exports. With this development, the position of foreign exchange reserves at the end of February 2019 was quite high at 123.3 billion US dollars, equivalent to financing of 6.9 months of imports or 6.7 months of imports and payments of Government foreign debt, and is above the international standard of adequacy of around 3 (three) months of import.

Rapat Dewan Gubernur (RDG) Bank Indonesia pada 20-21 Maret 2019 memutuskan untuk mempertahankan BI 7-day Reverse Repo Rate (BI7DRR) sebesar 6,00%, suku bunga Deposit Facility sebesar 5,25%, dan suku bunga Lending Facility sebesar 6,75%. Keputusan tersebut konsisten dengan upaya memperkuat stabilitas eksternal perekonomian, khususnya untuk mengendalikan defisit transaksi berjalan dalam batas yang aman dan mempertahankan daya tarik aset keuangan domestik. Sementara kebijakan suku bunga dan nilai tukar tetap difokuskan pada stabilitas eksternal. Koordinasi dengan Pemerintah dan otoritas terkait juga terus dipererat untuk mempertahankan stabilitas ekonomi, khususnya dalam pengendalian inflasi dan defisit transaksi berjalan, serta menjaga momentum pertumbuhan ekonomi ke depan, khususnya dalam mendorong permintaan domestik dan menjaga stabilitas eksternal dengan mendorong ekspor, pariwisata dan aliran modal asing.

Stabilitas sistem keuangan tetap terjaga disertai fungsi intermediasi yang membaik dan risiko kredit yang terkendali. Rasio kecukupan modal (*Capital Adequacy Ratio/CAR*) perbankan Januari 2019 tetap tinggi yakni 23,1% dan disertai rasio kredit bermasalah (*Non Performing Loan/NPL*) cukup rendah yakni 2,6% (*gross*) atau 1,2% (*net*). Dari fungsi intermediasi, pertumbuhan kredit pada Januari 2019 tercatat 12,0% (*YoY*), lebih tinggi dibandingkan dengan pertumbuhan kredit Desember 2018 sebesar 11,8% (*YoY*). Pertumbuhan Dana Pihak Ketiga (DPK) pada Januari 2019 sebesar 6,4%, tidak berbeda jauh dibandingkan dengan pertumbuhan Desember 2018 sebesar 6,5%.

Berdasarkan kondisi perekonomian dan industri perbankan yang telah dijelaskan di atas khususnya industri perbankan, Dewan Komisaris menilai bahwa optimisme Direksi dalam menganalisis prospek usaha sudah tepat. Bank Victoria memiliki peluang dan *market share* untuk ekspansi jaringan kantor di luar wilayah Jabodetabek. Hal ini juga didukung oleh kondisi demografi pertumbuhan masyarakat kelas menengah (*middle class*) paling agresif di ASEAN yang sesuai dengan *target market* Bank. Keberpihakan program Pemerintah dan Bank Indonesia untuk pengembangan usaha kecil dan menengah serta pengembangan infrastruktur telah sesuai dengan strategi Bank untuk memiliki rencana lebih memprioritaskan pengembangan *target market* UMKM dan *Commercial*. Bank Victoria juga memiliki grup usaha yang mendukung perkembangan bisnis Bank seperti PT Bank Victoria Syariah, PT Victoria Manajemen Investasi, PT Victoria Insurance Tbk, PT Victoria Sekuritas Indonesia dan PT Victoria Alife Indonesia sehingga dapat dilakukan *cross selling* terhadap nasabah yang ada.

PANDANGAN ATAS PENERAPAN GOOD CORPORATE GOVERNANCE

Implementasi *Good Corporate Governance* (GCG) di Bank Victoria tidak lepas dari peran organ-organ tata kelola perusahaan yang menggerakkan, memotivasi dan menjadi panutan bagi seluruh insan Bank. Oleh karena itu, Dewan Komisaris menekankan pada efektivitas penerapan GCG.

Bank Indonesia's Board of Governors Meeting (RDG) on 20-21 March 2019 decided to maintain BI 7-day Reverse Repo Rate (BI7DRR) of 6.00%, Deposit Facility interest rate of 5.25%, and Lending Facility interest rate of 6.75%. This decision is consistent with the efforts to strengthen the economic external stability, particularly to control the current account deficit within the safe limits and maintain the attractiveness of domestic financial assets. While interest rates and exchange rate policies remain focused on external stability. Coordination with the Government and related authorities also continued to be strengthened to maintain the economic stability, particularly in controlling inflation and the current account deficit, and maintaining the momentum of future economic growth, especially in boosting domestic demand and maintaining external stability by encouraging exports, tourism, and foreign capital flows.

Financial system stability is maintained with improved intermediation function and controlled credit risk. The banking Capital Adequacy Ratio (CAR) in January 2019 remained high at 23.1% and accompanied by Non-Performing Loans (NPL) ratio remained low at 2.6% (*gross*) or 1.2% (*net*). In terms of intermediation function, credit growth in January 2019 was recorded at 12.0% (*YoY*), higher than the December 2018 credit growth of 11.8% (*YoY*). The growth of Third Party Deposits (DPK) in January 2019 was 6.4%, not much different from the December 2018 growth of 6.5%.

Based on the economic condition and banking industry described above, especially the banking industry, the Board of Commissioners considers that the Board of Directors' optimism in analyzing business prospects is already correct. Bank Victoria has the opportunity and market share to expand office networks outside Jabodetabek area. This is also supported by the demographic condition of the most aggressive middle-class community growth in ASEAN in accordance with the Bank's target market. The alignment of Government and Bank Indonesia's programs to develop small and medium enterprises and develop infrastructure is in line with the Bank's strategy to have a plan that prioritizes more on the development of MSME and Commercial target markets. Bank Victoria also has a business group that supports the Bank's business development such as Bank Victoria Syariah, PT Victoria Manajemen Investasi, PT Victoria Insurance Tbk, PT Victoria Sekuritas Indonesia, and PT Victoria Alife, which therefore, cross selling can be made to the existing customers.

VIEWS ON GOOD CORPORATE GOVERNANCE IMPLEMENTATION

Good Corporate Governance (GCG) Implementation at Bank Victoria cannot be separated from the role of corporate governance organs that drive, motivate, and become role models for all Bank personnel. Therefore, the Board of Commissioners emphasizes on the effectiveness of GCG implementation.

Dalam melaksanakan kepengurusan Bank, Dewan Komisaris dan Direksi memiliki fungsi yang berbeda, sehingga pelaksanaannya dilakukan secara independen, tanpa intervensi oleh masing-masing pihak. Pelaksanaan fungsi tersebut didukung oleh organ pendukung masing-masing yang dibentuk sesuai dengan kebutuhan Dewan Komisaris dan Direksi, serta kompleksitas usaha Bank.

Dewan Komisaris berpendapat bahwa penerapan GCG di Bank Victoria sudah cukup baik. Hasil *self assessment* menunjukkan hasil Peringkat 2 yang berarti bahwa Bank telah melakukan penerapan *Good Corporate Governance* (GCG) yang secara umum BAIK, tercermin dari penerapan terhadap 11 (sebelas) aspek yang telah dituangkan dalam analisis berdasarkan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 dan Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola bagi Bank Umum dan Peraturan Otoritas Jasa Keuangan No. 4/POJK.03/2016 tentang Penilaian Tingkat Kesehatan Bank Umum.

MANAJEMEN RISIKO

Seiring dengan perkembangan globalisasi, tingkat persaingan, teknologi informasi, inovasi produk, maka risiko yang dihadapi Bank menjadi semakin kompleks dan dinamis. Dewan Komisaris berperan secara aktif dalam pengawasan pelaksanaan manajemen risiko. Oleh karenanya, Dewan Komisaris senantiasa memastikan bahwa Bank telah berupaya untuk meningkatkan penerapan tata kelola perusahaan yang baik, khususnya melalui implementasi sistem manajemen risiko yang efektif.

Pengawasan aktif yang dilakukan oleh Dewan Komisaris diantaranya meliputi:

- Menyetujui dan mengevaluasi kebijakan manajemen risiko, termasuk strategi dan kerangka manajemen risiko yang ditetapkan sesuai dengan tingkat risiko yang diambil (*risk appetite*) dan toleransi risiko (*risk tolerance*) Bank;
- Mengevaluasi kebijakan manajemen risiko dan strategi manajemen risiko paling sedikit sekali dalam setahun atau dalam frekuensi yang lebih sering, dalam hal terdapat perubahan faktor-faktor yang mempengaruhi kegiatan usaha secara signifikan;
- Mengevaluasi pertanggungjawaban Direksi dalam rangka memastikan bahwa Direksi mengelola aktivitas dan risiko-risiko secara efektif dan memberikan arahan perbaikan atas pelaksanaan kebijakan manajemen risiko secara berkala;
- Memastikan kebijakan dan proses manajemen risiko dilaksanakan secara efektif dan terintegrasi dalam proses manajemen risiko secara keseluruhan; dan
- Mengevaluasi dan memutuskan permohonan Direksi yang berkaitan dengan transaksi yang memerlukan persetujuan Dewan Komisaris.

Dewan Komisaris berpendapat bahwa peningkatan implementasi sistem manajemen risiko telah dilakukan melalui peningkatan fungsi identifikasi, pengukuran, pemantauan,

In implementing the Bank's management, the Board of Commissioners and Directors have different functions, so that the implementation is carried out independently, without any intervention by either party. The implementation of these functions is supported by each supporting organ established in accordance with the needs of the Board of Commissioners and Directors, as well as the Bank's business complexity.

The Board of Commissioners believes that GCG implementation in Bank Victoria is already good. The self-assessment results showed Score 2, which means that the Bank has implemented Good Corporate Governance (GCG), which is in general GOOD, as reflected in the implementation of 11 (eleven) aspects contained in an analysis based on the Financial Services Authority Regulation No. 55/POJK.03/2016 and Circular Letter of Financial Services Authority No. 13/SEOJK.03/2017 on the Implementation of Governance for Commercial Banks and Financial Services Authority Regulation No. 4/POJK.03/2016 on Sound Level Assessment of Commercial Bank.

RISK MANAGEMENT

Along with the globalization development, the level of competition, information technology, product innovation, the risks faced by the Bank are becoming increasingly complex and dynamic. The Board of Commissioners plays an active role in overseeing risk management implementation. Therefore, the Board of Commissioners always ensures that the Bank has made efforts to improve the implementation of good corporate governance, especially through implementing effective risk management system.

Active monitoring conducted by the Board of Commissioners among others includes:

- Approving and evaluating risk management policies, including risk management strategy and framework established in accordance with the risk appetite and risk tolerance of the Bank;
- Evaluating risk management policies and risk management strategies at least once a year or more frequent, in the event that there are changes in factors that affect the business activities significantly;
- Evaluating the accountability of the Directors in order to ensure that the Directors manage activities and risks effectively and provide direction for improvements to the implementation of risk management policies on a regular basis;
- Ensuring that the risk management policies and process are performed effectively and integrated comprehensively in the risk management process.
- Evaluating and determining the Directors' request related to transactions requiring approval from the Board of Commissioners.

The Board of Commissioners believes that improvement in risk management system implementation has been carried out through improvement of functions of risk identification,

dan pengendalian risiko. Hal tersebut dilakukan terhadap seluruh faktor-faktor Risiko yang berpengaruh secara signifikan terhadap kondisi keuangan Bank. Berdasarkan posisi Desember 2018, Bank telah melakukan *self assessment* profil risiko dengan kesimpulan bahwa profil risiko Bank berada pada peringkat "2"(BAIK). Profil risiko Bank yang termasuk dalam peringkat ini memiliki karakteristik antara lain:

1. Dalam aktivitas bisnis yang dilakukan Bank, kemungkinan kerugian yang dihadapi Bank dari risiko inheren komposit tergolong rendah selama periode waktu tertentu pada masa datang;
2. Kualitas penerapan manajemen risiko secara komposit memadai. Dalam hal terdapat kelemahan minor, kelemahan tersebut perlu mendapatkan perhatian manajemen.

Sedangkan hasil *self assessment* profil risiko terintegrasi menunjukkan bahwa profil risiko terintegrasi berada pada peringkat "2", yang berarti bahwa kemungkinan kerugian yang dihadapi Konglomerasi Keuangan tergolong rendah selama periode waktu tertentu di masa datang.

SISTEM PENGENDALIAN INTERNAL

Sistem pengendalian internal yang efektif merupakan salah satu komponen penting dalam manajemen Bank dan menjadi dasar bagi kegiatan operasional Bank yang sehat dan aman. Implementasi pengendalian internal yang baik dan efektif bertujuan untuk menjamin tersedianya pelaporan keuangan dan manajerial yang dapat dipercaya, meningkatkan kepatuhan Bank terhadap peraturan perundang-undangan, serta mengurangi risiko terjadinya kerugian, penyimpangan, dan pelanggaran aspek kehati-hatian.

Dewan Komisaris berpendapat bahwa sistem pengendalian internal sudah diterapkan dengan baik. Bank Victoria mengimplementasikan sistem pengendalian internal sesuai Surat Edaran Otoritas Jasa Keuangan No. 35/SEOJK.03/2017 tentang Pedoman Standar Sistem Pengendalian Internal Bagi Bank Umum. Sesuai dengan peraturan tersebut, implementasi pengendalian internal yang handal dan efektif di Bank menjadi tanggung jawab semua pihak yang terlibat dalam organisasi Bank.

Secara khusus, Direksi dan Dewan Komisaris berperan dalam menjaga komitmen, perilaku, kepedulian, serta langkah yang tepat dalam mengimplementasikan pengendalian internal dalam seluruh kegiatan operasional Bank. Oleh karena itu, Direksi dan Dewan Komisaris telah menetapkan unsur-unsur lingkungan pengendalian yang meliputi:

1. Struktur organisasi yang memadai;
2. Gaya kepemimpinan dan filosofi manajemen Bank;
3. Integritas dan nilai-nilai etika, serta kompetensi seluruh karyawan;
4. Kebijakan dan prosedur human capital Bank;
5. Atensi dan arahan manajemen Bank dan Komite lainnya, seperti Komite Pemantau Risiko; serta
6. Faktor-faktor ekstern yang mempengaruhi operasional Bank dan penerapan manajemen risiko.

measurement, monitoring, and control. The is performed on all risk factors that significantly affect the Bank's financial condition. Based on the position in December 2018, the Bank conducted a self-assessment of risk profile with the conclusion that the Bank's risk profile was scored "2" (GOOD). The Bank's risk profile that is included in this rank has the following characteristics:

1. In business activities conducted by the Bank, the potential loss faced by the Bank from the composite inherent risks is low during certain periods of time in the future;
2. The quality of composite risk management implementation is adequate. In the event of minor weakness, this weakness needs to gain management attention.

Whereas, the self-assessment result of the integrated risk profile showed that the integrated risk profile is scored at "2", which means that the possibility of losses faced by the Financial Conglomeration is categorized as low during certain time period in the future.

INTERNAL CONTROL SYSTEM

An effective internal control system is one of the important components of the Bank's management and serves as a basis for the Bank's sound and safe operational activities. Implementation of effective and good internal control aims to ensure the availability of reliable financial and managerial reporting, to improve the Bank's compliance with the laws and regulations, and to reduce the risk of losses, deviations, and violations of prudential aspects.

The Board of Commissioners believes that the internal control system has been properly implemented. Bank Victoria implements internal control system in accordance with the Circular Letter of Financial Services Authority No. 35/SEOJK.03/2017 on Guidelines for Standards of Internal Control System for Commercial Banks. In accordance with the regulation, the implementation of reliable and effective internal controls in the Bank must be the responsibility of all parties involved in the Bank's organization.

In particular, the Directors and Board of Commissioners are in charge of maintaining appropriate commitments, behaviors, concerns, and steps in implementing internal controls in the Bank's operational activities. Thus, the Directors and Board of Commissioners have established elements of controlled environment which include:

1. Sufficient organizational structure;
2. Bank's leadership style and management philosophy;
3. Integrity and ethical values, as well as the competence of all employees;
4. The Bank's human capital policies and procedures;
5. Attention and direction of the Bank's management and other Committees, such as Risk Monitoring Committee; as well as
6. External factors affecting the Bank's operations and the risk management implementation.

WHISTLEBLOWING SYSTEM

Sistem pelaporan pelanggaran (*whistleblowing system*/WBS) menjadi salah satu kesungguhan dan wujud nyata dari Bank Victoria dalam mengimplementasikan GCG. WBS merupakan sistem yang diterapkan oleh Bank dalam mengelola pengaduan atau pengungkapan mengenai perilaku melanggar hukum dan/atau perbuatan tidak etis dengan mengoptimalkan peran pengurus, pegawai Bank, dan mitra kerja dalam mengungkapkan pelanggaran yang terjadi di lingkungan Bank.

Dewan Komisaris berperan aktif dalam pengelolaan WBS, mulai dari proses penyampaian laporan pelanggaran, jaminan perlindungan bagi *whistleblower*, hingga penyelesaian kejadian *fraud* atau pelanggaran. Dewan Komisaris juga menekankan adanya sosialisasi WBS yang efektif. Sosialisasi yang efektif sangat diperlukan agar pihak internal maupun eksternal Bank mengetahui, memahami dan melaksanakan WBS secara konsisten.

Dewan Komisaris berpendapat bahwa sistem WBS sudah berjalan dengan baik. Dewan Komisaris memberikan arahan agar WBS terus ditingkatkan dalam hal penerapannya dengan melaporkan pelanggaran walaupun dampaknya tidak signifikan.

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Sejalan dengan penilaian kinerja Dewan Komisaris, kinerja Komite-Komite di bawah Dewan Komisaris juga dievaluasi, baik secara individual maupun secara kolektif, yang dilakukan setiap 1 (satu) tahun dengan menggunakan metode evaluasi dalam suatu sistem yang ditetapkan dalam keputusan Dewan Komisaris.

Penilaian kinerja komite-komite di bawah Dewan Komisaris dilakukan melalui mekanisme *self assessment* dan penilaian kinerja oleh Dewan Komisaris. Penilaian Pelaksanaan *self assessment* Komite-Komite Dewan Komisaris dilakukan berdasarkan Peraturan Otoritas Jasa Keuangan tentang Penerapan Tata Kelola bagi Bank Umum. Faktor penilaian terkait Komite-Komite Dewan Komisaris dalam *self assessment* implementasi GCG mencakup 10 (sepuluh) indikator *governance structure*, 7 (tujuh) indikator *governance process*, dan 2 (dua) indikator *governance outcome* sebagaimana diatur dalam Lampiran III Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola Bagi Bank Umum. Pelaksanaan *self assessment* terkait Komite-Komite Dewan Komisaris dikoordinir oleh Divisi *Compliance, KYC/Integrated and System Procedure* dan dilaporkan kepada Dewan Komisaris.

Penilaian kinerja Komite-Komite Dewan Komisaris yang dilaksanakan oleh Dewan Komisaris dilakukan berdasarkan bidang pengawasan masing-masing Komite. Kriteria penilaian dibuat secara general dan diuraikan dengan penjelasan secara kualitatif (penilaian tidak dalam angka/skala).

WHISTLEBLOWING SYSTEM

The whistleblowing system (WBS) becomes one of the seriousness and concrete manifestation of Bank Victoria in implementing GCG. WBS is a system implemented by the Bank to manage complaints or disclosures unlawful and/or unethical conduct by optimizing the role of the Bank's management, employees, and partners in disclosing any violations occurred within the Bank.

The Board of Commissioners plays an active role in WBS management, starting from the process of submitting violation report, guaranteeing protection for the whistleblower, to resolving fraud or violations. The Board of Commissioners also emphasized the existence of effective WBS dissemination. Effective dissemination is highly necessary so that the Bank's internal and external parties know, understand, and implement WBS consistently.

The Board of Commissioners believes that the WBS system has been properly implemented. The Board of Commissioners provides direction so that the WBS continues to be improved in terms of its implementation by reporting violations even though the impact is not significant.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER BOARD OF COMMISSIONERS

Similar to the performance assessment of the Board of Commissioners, the performance of Committees under the Board of Commissioners is also evaluated, either individually or collectively, which is conducted every 1 (one) year using the evaluation method in a system stipulated in the Decree of Board of Commissioners.

Performance assessment of committees under the Board of Commissioners is carried out through a self-assessment mechanism and performance assessment by the Board of Commissioners. Self-assessment implementation of Committees under the Board of Commissioners is based on the Financial Services Authority Regulation on the Implementation of Governance for Commercial Banks. Assessment factors related to Committees under the Board of Commissioners in self-assessment of GCG implementation include 10 (ten) governance structure indicators, 7 (seven) governance process indicators, and 2 (two) governance outcome indicators as stipulated in Appendix III of Circular Letter of Financial Services Authority No. 13/SEOJK.03/2017 on Implementation of Governance for Commercial Bank. Self-assessment implementation related to Committees under the Board of Commissioners is coordinated by the Compliance, KYC/Integrated, and System Procedure Division and reported to the Board of Commissioners.

Performance assessment of Committees under the Board of Commissioners carried out by the Board of Commissioners is based on the supervision of each Committee. Assessment criteria are made in general and described with qualitative explanations (assessment not in numbers/scales).

Secara umum, kriteria penilaian kinerja Komite-Komite Dewan Komisaris meliputi:

- a. Kehadiran dalam rapat Komite;
- b. Penguasaan materi yang akan dibahas;
- c. Kesiapan menyediakan waktu dan upaya dalam memenuhi tugas dan tanggung jawab sebagai anggota Komite;
- d. Kualitas dan saran yang diberikan dalam rapat-rapat;
- e. Terlaksananya pemantauan dan evaluasi, baik secara berkala maupun tahunan, atas hal-hal yang menjadi bidang tugas dan tanggung jawab masing-masing Komite;
- f. Pemantauan dan koreksi penyimpangan; dan
- g. Terlaksananya pemantauan dan evaluasi terhadap divisi/unit yang terkait dengan bidang tugas dan tanggung jawab masing-masing Komite.

Dewan Komisaris menilai bahwa seluruh komite telah menjalankan tugasnya dengan baik selama 2018. Komite Audit memiliki tugas dan tanggung jawab membantu Dewan Komisaris dalam melakukan telaah dan klarifikasi atas informasi keuangan, seleksi, penunjukan dan pengawasan pekerjaan auditor independen, evaluasi efektivitas pelaksanaan fungsi internal audit, pengendalian intern, kepatuhan terhadap perundang-undangan, dan manajemen risiko Bank. Komite Audit telah melaksanakan tugasnya dengan baik. Selama tahun 2018, Komite Audit telah melaksanakan rapat sebanyak 7 (tujuh) kali dengan melaksanakan tugasnya antara lain:

1. Penelaahan Laporan Keuangan serta Pengendalian Internal.
2. Melakukan penelaahan atas hasil Laporan Hasil Pemeriksaan (LHP) SKAI.
3. Melakukan evaluasi Pelaksanaan Jasa Audit atas Informasi Keuangan oleh AP & KAP tahun buku 2017.
4. Memberikan rekomendasi penunjukan Kantor Akuntan Publik (KAP) untuk general audit atas Laporan Keuangan PT Bank Victoria International Tbk tahun buku yang berakhir pada tanggal 31 Desember 2018.

Sepanjang tahun 2018, Komite Nominasi dan Remunerasi telah melaksanakan tugasnya dengan baik. Komite Nominasi dan Remunerasi telah melaksanakan tugasnya antara lain:

1. Mengevaluasi penilaian kinerja sebagai dasar remunerasi.
2. Mengevaluasi remunerasi terhadap anggota Dewan Komisaris, Direksi dan Pejabat Eksekutif sampai dengan satu tingkat di bawah Direksi.
3. Melakukan perubahan struktur organisasi.

Komite Pemantau Risiko telah melaksanakan tugasnya dengan baik. Selama tahun 2018, Komite Pemantau Risiko telah melaksanakan tugasnya antara lain:

1. Melakukan pembahasan dan memberikan rekomendasi atas Profil Risiko.
2. Mendiskusikan *stress test* kenaikan nilai tukar dollar dan profil risiko.
3. Diskusi perihal metode perhitungan *audit rating risk based* dengan SKAI.

In general, the criteria of the performance assessment of Committees of Board of Commissioners include:

- a. Attendance in Committee's meetings;
- b. Mastering materials to be discussed;
- c. Willingness to allocate time and efforts in fulfilling duties and responsibilities as member of the Committees;
- d. Quality advice given in the meetings;
- e. Implementation of monitoring and evaluation, whether periodically or annually, of matters that become the duties and responsibilities of each Committee;
- f. Monitoring and correction of deviations; and
- g. Implementation of monitoring and evaluation to the division/unit related to the duties and responsibilities of each Committee.

The Board of Commissioners believes that all committees carried out their duties well in 2018. Audit Committee has duties and responsibilities to assist the Board of Commissioners in conducting review and clarification of financial information, selection, appointment, and supervision of work of independent auditors, evaluating the effectiveness of implementation of internal audit function, internal control, compliance with laws, and risk management of the Bank. The Audit Committee has implemented its duties properly. Throughout 2018, the Audit Committee held 7 (seven) meetings by implementing its duties as described below:

1. Reviewing the Financial Statements and Internal Control.
2. Reviewing the results of IAU Audit Report (LHP).
3. Evaluating the implementation of Audit Services on Financial Information by the Public Accountant and the Public Accountant Firm for the 2017 fiscal year.
4. Recommending the appointment of Public Accounting Firm (KAP) for general audit on the Financial Statements of PT Bank Victoria International Tbk for the fiscal year ended on 31 December 2018.

Throughout 2018, the Nomination and Remuneration Committee carried out its duties properly. The Nomination and Remuneration Committee has implemented its duties, among others:

1. Evaluating performance assessment as a basis for remuneration.
2. Evaluating the remuneration of members of the Board of Commissioners, Board of Directors, and Executive Officers up to one level below the Board of Directors.
3. Making changes of the organizational structure.

The Risk Monitoring Committee has implemented its duties properly. Throughout 2018, the Risk Monitoring Committee performed the following duties:

1. Conducting discussions and providing recommendations on the Risk Profile.
2. Discussing stress testing on the increase of dollar exchange rate and risk profile.
3. Discussing the calculation method of audit rating risk based with SKAI.

Dalam hal penerapan tata kelola terintegrasi, sepanjang tahun 2018 Komite Tata Kelola Terintegrasi telah melaksanakan tugas sebagai berikut:

1. Mengevaluasi pelaksanaan Tata Kelola Terintegrasi, paling sedikit melalui penilaian kecukupan kerangka tata kelola Terintegrasi grup Victoria. Komite memperoleh hasil evaluasi atas pelaksanaan fungsi kepatuhan, manajemen risiko dan audit internal masing-masing lembaga jasa keuangan (LJK) dari anggota Dewan Komisaris masing-masing LJK yang menjadi anggota Komite Tata kelola Terintegrasi.
2. Memberikan rekomendasi yang diperlukan kepada Dewan Komisaris Bank Victoria sebagai Entitas Utama:
 - a. Hasil Evaluasi pelaksanaan Tata Kelola Terintegrasi.
 - b. Penyempurnaan Pedoman Tata Kelola Terintegrasi.
3. Menyelenggarakan rapat Komite Tata Kelola Terintegrasi sebanyak 3 (tiga) kali, dengan agenda Meningkatkan kualitas risiko Kepatuhan dan Tata Kelola Terintegrasi, Pembahasan laporan Tata Kelola Terintegrasi dan Manajemen Risiko Terintegrasi semester II 2017 dan semester I 2018.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Selama tahun 2018 telah terjadi 1 (satu) kali perubahan komposisi Dewan Komisaris. Perubahan komposisi Dewan Komisaris adalah sebagai berikut.

PERIODE 1 JANUARI 2018 – 22 NOVEMBER 2018

Dewan Komisaris Bank Victoria beranggotakan 4 (empat) orang, yang terdiri dari 1 (satu) orang Komisaris Utama, 2 (dua) orang Komisaris Independen, dan 1 (satu) orang Komisaris.

Nama Name	Jabatan Position
Oliver Simorangkir	Komisaris Utama President Commissioner
Gunawan Tenggarahardja	Komisaris/Komisaris Independen Commissioner/Independent Commissioner
Zaenal Abidin	Komisaris/Komisaris Independen Commissioner/Independent Commissioner
Debora Wahjutiarto Tanoyo	Komisaris Commissioner

In terms of implementing integrated governance, throughout 2018 the Integrated Governance Committee carried out the following duties:

1. Evaluating the implementation of Integrated Governance, at least through evaluating the adequacy of Victoria Group Integrated Governance Framework. The Committee obtained the evaluation results of the implementation of compliance, risk management, and internal audit functions of each Financial Services Institution (FSI) from member of the Board of Commissioners of each FSI who is a member of the Integrated Governance Committee.
2. Providing necessary recommendations to the Board of Commissioners of Bank Victoria as the Main Entity:
 - a. Evaluation result of Integrated Governance implementation.
 - b. Refinement of the Integrated Governance Guidelines.
3. Holding an 3 (three) Integrated Governance Committee meetings, with the agenda to improve the quality of Compliance risk and Integrated Governance, to discuss the Integrated Governance and Integrated Risk Management reports in the second semester of 2017 and the first semester of 2018.

CHANGES IN THE COMPOSITION OF BOARD OF COMMISSIONERS

In 2018, there was 1 (one) change in the composition of the Board of Commissioners. The change in the composition of the Board of Commissioners is as follows.

PERIOD OF 1 JANUARY 2018 – 22 NOVEMBER 2018

Bank Victoria's Board of Commissioners consisted of 4 (four) members comprising 1 (one) President Commissioner, 2 (two) Commissioners, and 1 (one) Commissioner.

PERIODE 22 NOVEMBER 2018 – AKHIR TAHUN BUKU 2018

Berdasarkan keputusan RUPS Tahunan Tahun 2018, RUPS menyetujui untuk mengangkat Ibu Debora Wahjutirto Tanoyo sebagai Direktur Perseroan, pengangkatan tersebut berlaku efektif terhitung sejak diperoleh persetujuan dari Otoritas Jasa Keuangan. Perubahan dilakukan atas dasar pertimbangan kebutuhan operasional Bank.

Sehingga Dewan Komisaris Bank Victoria periode 22 November 2018 sampai akhir tahun buku beranggotakan 3 (tiga) orang, yang terdiri dari 1 (satu) orang Komisaris Utama dan 2 (dua) orang Komisaris Independen.

PERIOD OF 22 NOVEMBER 2018 - END OF 2018 FISCAL YEAR

Based on the 2018 Annual GMS resolutions, the GMS agreed to appoint Ms. Debora Wahjutirto Tanoyo as the Company's Director, and the appointment was effective after obtaining approval from the Financial Services Authority. Change was made on the basis of consideration of the Bank's operational needs.

Therefore, Bank Victoria's Board of Commissioners for the period of 22 November 2018 to the end of fiscal year had 3 (three) members, consisting of 1 (one) President Commissioner and 2 (two) Independent Commissioners.

Nama Name	Jabatan Position
Oliver Simorangkir	Komisaris Utama President Commissioner
Gunawan Tenggarahardja	Komisaris/Komisaris Independen Commissioner/Independent Commissioner
Zaenal Abidin, PhD	Komisaris/Komisaris Independen Commissioner/Independent Commissioner

PENUTUP

Dewan Komisaris menyadari bahwa tidak mudah untuk menghadapi tantangan perekonomian di tahun 2018. Oleh karena itu, Dewan Komisaris sangat mengapresiasi atas upaya terbaik yang telah dilakukan oleh Direksi beserta jajaran manajemen Bank. Atas kepercayaan pemegang saham, Dewan Komisaris mengucapkan terima kasih. Dewan Komisaris akan tetap komitmen dalam menjalankan tugas dan tanggungjawabnya, khususnya dalam upaya meningkatkan kinerja Bank yang lebih baik.

CLOSING

The Board of Commissioners realizes that it was not easy to face the economic challenges in 2018. Therefore, the Board of Commissioners highly appreciates the best efforts made by the Board of Directors along with the Bank's management ranks. Based on the shareholders' trust, the Board of Commissioners would like to thank you. The Board of Commissioners will remain committed to carrying out its duties and responsibilities, especially in the efforts to improve the Bank's performance even better.

Jakarta, April 2018

Atas nama Dewan Komisaris
On behalf of the Board of Commissioners

PT Bank Victoria International Tbk



Oliver Simorangkir

Komisaris Utama
President Commissioner

Laporan Direksi

Report of the Board of Directors



Ahmad Fajar

Direksi Utama
President Director

Pemegang Saham dan pemangku kepentingan lainnya yang kami hormati,

Perkenankanlah kami, jajaran Direksi Bank Victoria menyampaikan Laporan Direksi atas jalannya kepengurusan Perseroan. Selama tahun 2018, Direksi telah berupaya optimal untuk menjalankan kegiatan kepengurusan dengan baik, khususnya dalam bersaing di industri perbankan BUKU II. Beberapa hal yang dapat kami sampaikan adalah sebagai berikut.

ANALISIS KINERJA PERSEROAN

Untuk dapat bertahan pada kondisi lingkungan makro yang belum sepenuhnya positif, Direksi telah menetapkan strategi-strategi yang diperlukan. Di tahun 2018, penghimpunan Dana Pihak Ketiga (DPK) difokuskan pada deposan ritel dan berdana murah. Sedangkan dari sisi pembiayaan kredit, Bank berfokus pada kredit di segmen UKM dan Komersial. Di samping itu, Bank juga menyediakan layanan operasional perbankan yang efisien, nyaman, cepat, dan handal, yang berbasis kepada orientasi bisnis.

Di tengah masih ketatnya persaingan di industri perbankan, Bank Victoria berusaha untuk menghadapi persaingan di lingkungan industri perbankan Bank BUKU II dengan baik. Pangsa pasar Bank Victoria untuk BUKU II berdasarkan dana pihak ketiga mengalami peningkatan menjadi 3,75% di tahun 2018 dari sebelumnya sebesar 3,61%. Demikian pula dari sisi aset dan kredit pangsa pasar BUKU II Bank Victoria berhasil mengalami pertumbuhan di tahun 2018 masing-masing menjadi sebesar 3,44% dan 2,88%.

Pada tahun 2018 aset Bank Victoria secara konsolidasian mencapai Rp30,17 triliun, meningkat 4,67% atau Rp1,35 triliun dibandingkan dengan tahun 2017 yaitu sebesar Rp28,83 triliun. Secara konsolidasian, pada tahun 2018 pendapatan bunga dan syariah bersih Bank Victoria mencapai Rp459,33 miliar, meningkat 0,36% atau Rp1,65 miliar dibandingkan dengan tahun 2017 yaitu sebesar Rp457,68 miliar.

Pencapaian kredit tahun 2018 Bank Victoria secara konsolidasian diluar pembiayaan syariah sebesar Rp15,16 triliun tumbuh sebesar 4,05% dari Rp14,57 triliun. Upaya pencapaian pertumbuhan portofolio kredit tetap dilakukan secara berkesinambungan dengan terus memantau pemenuhan *pipeline* dan pengefektifan proses kredit yang *prudent*. Melalui sentralisasi proses kredit, perubahan struktur organisasi dan mengoptimalkan pemakaian *outstanding* fasilitas.

Untuk pencapaian Dana Pihak Ketiga tahun 2018 Bank Victoria secara konsolidasian sebesar Rp20,64 triliun turun 0,67% dari Rp20,77 triliun. Untuk menurunkan *cost of funds*, Bank terus mengupayakan peningkatan CASA melalui produk-produk dana, *Internet Banking Business* dan *Mobile Banking Transaction Banking*.

Dear Honored Shareholders and Other Stakeholders,

Please allow us, the Board of Directors of Bank Victoria, to deliver the Board of Directors' Report regarding the course of the Company's management. Throughout 2018, the Board of Directors tried optimally to carry out management activities properly, especially in competing in the BUKU II banking industry. Some matters that we can convey are as follows.

ANALYSIS OF THE COMPANY PERFORMANCE

In order to survive in a macro environment that is not fully positive, the Board of Directors has determined the necessary strategies. In 2018, the collection of Third-Party Deposits (DPK) was focused on retail depositors and low-cost funds. While in terms of credit financing, the Bank focuses on loans in SME and Commercial segments. Furthermore, the Bank also providing efficient, convenient, fast, and reliable banking operational services based on business orientation.

In the midst of intense competition in the banking industry, Bank Victoria tried to face competition within BUKU II banking industry. Bank Victoria's market share for BUKU II, which is based on third-party deposits, increased to 3.75% in 2018 from previously 3.61%. In terms of assets and loans, the market share of Bank Victoria's BUKU II managed to grow in 2018 to be 3.44% and 2.88%, respectively.

In 2018, Bank Victoria's assets, in a consolidated manner, reached Rp30.17 trillion, an increase of 4.67% or Rp1.35 trillion compared to that of 2017, which was Rp28.83 trillion. In a consolidation manner, in 2018 Bank Victoria's net interest income and sharia reached Rp459.33 billion, an increase of 0.36% or Rp1.65 billion compared to that of 2017, which was Rp457.68 billion.

The credit achievement of Bank Victoria in 2018 in consolidation matter, aside of syariah funding is Rp15.16 trillion, growing by 4.05% from Rp14.57 trillion. Efforts to achieve credit portfolio growth were still carried out on an ongoing basis by continuing to monitor the fulfillment of the pipeline and effectiveness of prudent. Through centralizing the credit process, changing organizational structure, and optimizing the use of outstanding facilities.

As for the achievement of Third-Party Deposits as of Bank Victoria in consolidation is amounted to Rp20.64 trillion or decreased by 0.67% from previous amount of Rp20.77 trillion. To reduce cost of funds, the Bank continues to improve CASA through fund products, Internet Banking Business, and Mobile Banking Transaction Banking.



4.

2.

5.

1.

3.

1. **Ahmad Fajar** - Direktur Utama / President Director

2. **Rusli** - Wakil Direktur Utama / Deputy President Director

3. **Tamunan** - Direktur Kepatuhan dan Manajemen Risiko / Director of Compliance and Risk Management

4. **Lembing** - Direktur Bisnis / Director of Business

5. **Debora Wahjutirto Tanoyo** - Direktur Keuangan / Director of Finance

Secara umum rencana bisnis tahun 2018 belum dapat memenuhi target yang ditetapkan. Hal tersebut dikarenakan adanya kendala berupa tekanan ekonomi makro yang berdampak pada seluruh industri yang dalam hal ini mempengaruhi kemampuan bayar debitur. Namun demikian Bank tetap berupaya untuk memenuhi target tersebut melalui strategi bisnis yang terarah.

Di samping itu, Bank juga dihadapkan pada tantangan terkait era *fintech* dan digitalisasi. Bank belum bisa mengoptimalkan layanan baru dan saat ini sedang dalam proses untuk mengembangkan pelayanan secara digital.

Dalam menghadapi kendala-kendala tersebut, Bank telah merumuskan *Business Roadmap* yang diimplementasikan sejak tahun 2018 yang terbagi menjadi tiga tahapan yaitu pengembangan segmen UMKM dan Komersial serta penanganan NPL; peningkatan CASA melalui *transaction banking*; dan pengembangan *fee based income* non kredit.

Untuk mendukung pelaksanaan *Business Roadmap*, Bank sedang melakukan pengembangan infrastruktur berupa peningkatan kapasitas IT yaitu *Internet Banking for Business*, dan *Virtual Account* yang diluncurkan pada semester I tahun 2019. Dan yang tidak kalah penting, Bank juga melakukan peningkatan kompetensi SDM melalui peningkatan kompetensi *Loan Officer* dan penetapan *Performance Key Performance Indicators (KPI)*. Dari sisi *soft structure*, Bank telah menyempurnakan SOP dan melakukan kaji ulang terhadap kebijakan dan proses bisnis yang ada. Efektivitas pelaksanaan *Business Roadmap* juga didukung oleh penguatan audit dengan menerapkan *Risk Based Audit* dan peningkatan efektivitas sistem *Anti Fraud*.

Implementasi *Business Roadmap* yang mulai dijalankan di tahun 2018 diharapkan memberikan implikasi terhadap peningkatan kinerja Bank. Kedepannya, Bank akan tetap melanjutkan *Business Roadmap* dalam mencapai *Financial Sustainability*.

ANALISIS TENTANG PROSPEK USAHA

Dalam menganalisis prospek usaha, Bank Victoria memperhatikan kondisi perekonomian saat ini dan perkiraan kondisi perekonomian di tahun 2019 masih dipengaruhi oleh kondisi keuangan global serta kebijakan ekonomi pemerintah. Pertumbuhan ekonomi global diperkirakan akan tetap melambat disertai ketidakpastian pasar keuangan. Namun demikian, kondisi perekonomian nasional tetap menunjukkan kondisi yang optimis, pertumbuhan ekonomi triwulan I 2019 diperkirakan tetap kuat ditopang permintaan domestik. Neraca Pembayaran Indonesia triwulan I 2019 diperkirakan membaik sehingga menopang ketahanan eksternal.

Stabilitas sistem keuangan tetap terjaga disertai fungsi intermediasi yang membaik dan risiko kredit yang terkendali. Rasio kecukupan modal (*Capital Adequacy Ratio/CAR*) perbankan Januari 2019 tetap tinggi yakni 23,1% dan disertai rasio kredit bermasalah (*Non Performing Loan/NPL*)

In general, the business plan for 2018 was not yet able to meet the set targets. This was due to constraints in the form of macroeconomic pressures that has an impact on all industries which in this case affected the debtor's repayment ability. However, the Bank continued to strive to meet these targets through a directed business strategy.

Furthermore, the Bank was also faced with challenges related to fintech and digitalization era. The Bank has not yet optimized the new services and currently is in the process to develop the services digitally.

In overcoming these obstacles, the Bank has formulated the Business Roadmap which has been implemented since 2018 and is divided into three stages, which are development of MSME and Commercial segments and handling NPL; increasing CASA through transaction banking; and development of non-credit fee-based income.

To support the implementation of Business Roadmap, the Bank is developing infrastructure in the form of increasing IT capacities, which are Internet Banking for Business, and Virtual Accounts, which was launched in the first semester of 2019. Furthermore, what is also important is that the Bank also improved HR competencies through increasing Loan Officer competencies and establishing the Key Performance Indicators (KPI). In terms of soft structure, the Bank perfected the SOP and reviewed the existing business process policies. The effectiveness of implementing the Business Roadmap was also supported by strengthened audits by implementing Risk-Based Audit and increasing effectiveness of Anti-Fraud system.

The implementation of Business Roadmap that began in 2018 is expected to give implications on the Bank's performance improvements. In the future, the Bank will continue the Business Roadmap in achieving Financial Sustainability.

ANALYSIS OF BUSINESS PROSPECTS

In analyzing business prospects, Bank Victoria pays attention to the current economic condition and estimation of economic condition in 2019 which is still affected by global financial condition and government economic policies. The global economic growth is expected to continue to slow down along with the uncertainty of the financial market. Nevertheless, the national economic condition continues to show optimistic conditions, and economic growth in the first quarter of 2019 is predicted to remain strong as supported by domestic demand. Indonesia's balance of payments in the first quarter of 2019 is predicted to improve, and thus, will support external resilience.

Financial system stability is maintained with improved intermediation function and controlled credit risk. The banking Capital Adequacy Ratio (CAR) in January 2019 remained high at 23.1% and accompanied by Non-Performing Loans (NPL) ratio remained low at 2.6% (gross) or 1.2% (net). In terms of

cukup rendah yakni 2,6% (*gross*) atau 1,2% (*net*). Dari fungsi intermediasi, pertumbuhan kredit pada Januari 2019 tercatat 12,0% (YoY), lebih tinggi dibandingkan dengan pertumbuhan kredit Desember 2018 sebesar 11,8% (YoY). Pertumbuhan Dana Pihak Ketiga (DPK) pada Januari 2019 sebesar 6,4%, tidak berbeda jauh dibandingkan dengan pertumbuhan Desember 2018 sebesar 6,5%.

Berdasarkan kondisi perekonomian dan industri perbankan yang telah dijelaskan di atas khususnya industri perbankan Bank Victoria optimis prospek usaha ke depannya akan lebih baik. Bank Victoria memiliki peluang dan *market share* untuk ekspansi jaringan kantor di luar wilayah Jabodetabek. Dengan bonus demografis pertumbuhan masyarakat kelas menengah (*middle class*) paling agresif di ASEAN sesuai dengan *target market* Bank. Bank juga memiliki rencana untuk lebih memprioritaskan pengembangan *target market* UMKM dan *Commercial* yang didukung oleh keberadaan dan keberpihakan program Pemerintah dan Bank Indonesia untuk pengembangan usaha kecil dan menengah serta pengembangan infrastruktur. Bank Victoria juga memiliki grup usaha yang mendukung perkembangan bisnis Bank seperti PT Bank Victoria Syariah, PT Victoria Manajemen Investasi, PT Victoria Insurance Tbk, PT Victoria Sekuritas Indonesia dan PT Victoria Alife Indonesia sehingga dapat dilakukan *cross selling* terhadap nasabah yang ada. Bank juga tetap konsisten untuk membebaskan biaya segala transaksi yang dilakukan melalui IB/MB Bank, dan Bank juga akan meluncurkan Vbiz yaitu internet banking bisnis yang diberikan untuk menunjang kegiatan usaha nasabah dan debitur Bank pada semester 1 tahun 2019.

PERKEMBANGAN PENERAPAN CORPORATE GOVERNANCE 2018

Bank secara konsisten telah menerapkan GCG yang mengacu pada peraturan perundang-undangan yang berlaku dan berbagai standar *best practices* yang ada. Sebagai perusahaan publik, Bank menerapkan Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka, serta peraturan turunannya dalam Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.

Bank secara rutin telah melaksanakan *self assessment*, sesuai dengan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 dan Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola bagi Bank Umum dan Peraturan Otoritas Jasa Keuangan No. 4/POJK.03/2016 tentang Penilaian Tingkat Kesehatan Bank Umum. Hasil *self assessment* menunjukkan hasil Peringkat 2 yang berarti bahwa Bank telah melakukan penerapan *Good Corporate Governance* (GCG) yang secara umum BAIK, tercermin dari penerapan terhadap 11 (sebelas) aspek yang telah dituangkan dalam analisis.

intermediation function, credit growth in January 2019 was recorded at 12.0% (YoY), higher than the December 2018 credit growth of 11.8% (YoY). The growth of Third-Party Deposits (DPK) in January 2019 was 6.4%, not much different from the December 2018 growth of 6.5%.

Based on the economic condition and banking industry described above, in particular the banking industry, Bank Victoria is optimistic that the future business prospects will be better. Bank Victoria has the opportunity and market share to expand office networks outside Jabodetabek area. With the demographic bonus of the most aggressive middle-class community growth in ASEAN in accordance with the Bank's target market. The Bank also has plans to prioritize more on development of target market of MSME and Commercial supported by the existence and alignment of Government and Bank Indonesia's programs to develop small and medium enterprises as well as infrastructure development. Bank Victoria also has a business group that supports the development of the Bank's business such as PT Bank Victoria Syariah, PT Victoria Manajemen Investasi, PT Victoria Insurance Tbk, PT Victoria Sekuritas Indonesia, and PT Victoria Alife Indonesia, which therefore, cross selling can be made to the existing customers. The Bank also remains consistent in freeing the costs of all transactions made through the IB/MB Bank, and the Bank will also launch Vbiz, which is the internet banking business provided to support customers' business activities and Bank debtors in the first semester of 2019.

DEVELOPMENT OF CORPORATE GOVERNANCE IMPLEMENTATION IN 2018

The Bank has consistently implemented GCG that refers to the applicable laws and regulations and various existing standards of best practices. As a public company, the Bank implements Financial Services Authority Regulation No. 21/POJK.04/2015 on the Implementation of Guidelines of Public Corporate Governance, and its derivative regulations in Circular Letter of Financial Services Authority No. 32/SEOJK.04/2015 on Guidelines of Corporate Governance for Public Company.

The Bank routinely conducts self-assessment in accordance with Financial Services Authority Regulation No. 55/POJK.03/2016 and Circular Letter of Financial Services Authority No. 13/SEOJK.03/2017 on the Implementation of Governance for Commercial Banks and Financial Services Authority Regulation No. 4/POJK.03/2016 on Sound Level Assessment of Commercial Bank. The self-assessment results showed Score 2, which means that the Bank has implemented the Good Corporate Governance, which is in general GOOD, as reflected in the implementation of 11 (eleven) aspects contained in an analysis.

Pada tahun 2018, Bank telah menindaklanjuti hasil *assessment* dengan melakukan tindakan-tindakan perbaikan. Peningkatan kualitas implementasi GCG selama tahun 2018 antara lain:

1. Komite-komite penunjang Dewan Komisaris telah meningkatkan peran aktifnya dalam menindaklanjuti hal-hal yang dibahas dalam rapat Komite.
2. Mengembangkan dan membangun budaya Manajemen Risiko termasuk kesadaran risiko pada seluruh jenjang organisasi.

PENILAIAN KINERJA KOMITE DI BAWAH DIREKSI

Selain penilaian kinerja Direksi, kinerja Komite-Komite di bawah Direksi juga dievaluasi, baik secara individual maupun secara kolektif, yang dilakukan setiap 1 (satu) tahun dengan menggunakan metode evaluasi dalam suatu sistem yang ditetapkan dalam keputusan Direksi. Penilaian kinerja tersebut dilakukan oleh Direksi.

Secara umum, kriteria penilaian kinerja Komite-Komite Pendukung Direksi meliputi:

1. Kehadiran dalam rapat Komite;
2. Penguasaan materi yang akan dibahas;
3. Kesiadaan menyediakan waktu dan upaya dalam memenuhi tugas dan tanggung jawab sebagai anggota Komite;
4. Kualitas dan saran yang diberikan dalam rapat-rapat;
5. Terlaksananya pemantauan dan evaluasi, baik secara berkala maupun tahunan, atas hal-hal yang menjadi bidang tugas dan tanggung jawab masing-masing Komite;
6. Pemantauan dan koreksi penyimpangan; dan
7. Terlaksananya pemantauan dan evaluasi terhadap divisi/unit yang terkait dengan bidang tugas dan tanggung jawab masing-masing Komite.

Direksi berpendapat bahwa seluruh komite telah menjalankan tugasnya dengan baik di 2018.

PERUBAHAN KOMPOSISI DIREKSI

Selama tahun 2018 terdapat perubahan komposisi Direksi. Rapat Umum Pemegang Saham Tahunan yang dilaksanakan pada hari Jumat tanggal 18 Mei 2018 memutuskan bahwa:

1. Menerima pengunduran diri:
 - a. Ibu Rita Gosal dari jabatannya sebagai Direksi Perseroan.
 - b. Bapak Daniel Budirahayu dari jabatannya sebagai Direktur Utama Perseroan.
2. Menyetujui mengangkat:
 - a. Bapak Ahmad Fajar sebagai Direktur Utama Perseroan.
 - b. Bapak Lembing sebagai Direktur Perseroan.
 - c. Ibu Debora Wahjutirto Tanoyo sebagai Direktur Perseroan.

In 2018, the Bank followed-up on the assessment results by conducting corrective actions. The improvement of quality of GCG Implementation throughout 2018 among others includes:

1. The Committees supporting the Board of Commissioners have increased their active role in following up the issues discussed in the Committee's meetings.
2. Developing and building risk management culture including risk awareness at all organizational levels.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF DIRECTORS

In addition to the Board of Directors' performance assessment, the performance of the Committees under the Board of Directors is also evaluated, whether individually or collectively, once every year by using the evaluation method in a system stipulated in the Board of Directors' Decision Letter. Such performance assessment is carried out by the Board of Directors.

In general, the performance assessment criteria of Committees Supporting Board of Directors include:

1. Attendance in Committee's meetings;
2. Mastering materials to be discussed;
3. Willingness to allocate time and efforts in fulfilling duties and responsibilities as member of the Committees;
4. Quality advice given in the meetings;
5. Implementation of monitoring and evaluation, whether periodically or annually, of matters that become the duties and responsibilities of each Committee;
6. Monitoring and correction of deviations; and
7. Implementation of monitoring and evaluation to the division/unit related to the duties and responsibilities of each Committee.

The Board of Directors believes that all committees have carried out their duties well in 2018.

CHANGES IN THE COMPOSITION OF BOARD OF DIRECTORS

In 2018, there was a change in the composition of Board of Directors. The Annual General Meeting of Shareholders held on Friday, 18 May 2018, decided to:

1. Accept the resignation of:
 - a. Ms. Rita Gosal from her position as the Company's Director.
 - b. Mr. Daniel Budirahayu from his position as the Company's President Director.
2. Agree to appoint:
 - a. Mr. Ahmad Fajar as the Company's President Director.
 - b. Mr. Lembing as the Company's Director.
 - c. Ms. Debora Wahjutirto Tanoyo as the Company's Director.

Pengangkatan tersebut berlaku efektif terhitung sejak diperoleh persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatutan (*fit and proper test*) dan memenuhi peraturan perundang-undangan yang berlaku. Dengan demikian, terhitung sejak ditutupnya RUPS 2018, susunan anggota Direksi adalah sebagai berikut:

Direktur Utama : Bapak Ahmad Fajar*)
 Wakil Direktur Utama : Bapak Rusli
 Direktur : Bapak Ramon Marlon Runtu
 Direktur : Ibu Debora Wahjutirto Tanoyo*)
 Direktur : Bapak Lembing*)
 Direktur Kepatuhan : Bapak Tamunan

*) berlaku efektif setelah mendapat persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatutan (*fit and proper test*).

Rapat Umum Pemegang Saham Luar biasa yang dilaksanakan pada hari Jumat tanggal 26 Oktober 2018 memutuskan Penegasan Kembali Pengangkatan Anggota Direksi Perseroan. RUPS Luar Biasa telah memutuskan persetujuan untuk menegaskan kembali pengangkatan Ibu Debora Wahjutirto Tanoyo sebagai Direktur Perseroan, pengangkatan tersebut yang berlaku efektif terhitung sejak diperoleh persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatuhan (*fit and proper test*) dan memenuhi peraturan perundang-undangan yang berlaku.

Dengan demikian, terhitung sejak ditutupnya RUPS Luar Biasa, susunan anggota Direksi dan Dewan Komisaris Perseroan adalah sebagai berikut:

Direktur Utama : Bapak Ahmad Fajar*)
 Wakil Direktur Utama : Bapak Rusli
 Direktur : Bapak Ramon Marlo Runtu
 Direktur : Ibu Debora Wahjutirto Tanoyo***)
 Direktur : Bapak Lembing***)
 Direktur Kepatuhan : Bapak Tamunan

*) Persetujuan atas penilaian kemampuan dan kepatuhan (*fit and proper test*) telah diperoleh pada tanggal 30 Oktober 2018

**) Persetujuan atas penilaian kemampuan dan kepatuhan (*fit and proper test*) telah diperoleh pada tanggal 22 November 2018

***) Persetujuan atas penilaian kemampuan dan kepatuhan (*fit and proper test*) telah diperoleh pada tanggal 30 Oktober 2018

The appointment is effective after obtaining approval from the Financial Services Authority through fit and proper test and complying with the applicable laws and regulations. Therefore, starting from the closing of GMS 2018, the composition of the Board of Directors is as follows:

President Director : Mr. Ahmad Fajar*)
 Vice President Director : Mr Rusli
 Director : Mr. Ramon Marlon Runtu
 Director : Ms. Debora Wahjutirto Tanoyo*)
 Director : Mr. Lembing*)
 Director of Compliance : Mr. Tamunan

*) will be effective after obtaining approval from the Financial Services Authority through fit and proper test.

The Extraordinary General Meeting of Shareholders held on Friday, 26 October 2018, decided to Reaffirm the Appointment of Members of the Company's Board of Directors. The Extraordinary GMS has adopted the resolution to reaffirm the appointment of Ms. Debora Wahjutirto Tanoyo as the Company's Director, the appointment which is effective after obtaining approval from the Financial Services Authority through fit and proper test and compliance with the applicable laws and regulations.

Therefore, starting from the closing of the Extraordinary GMS, the composition of the Board of Directors and Board of Commissioners of the Company is as follows:

President Director : Mr. Ahmad Fajar*)
 Vice President Director : Mr Rusli
 Director : Mr. Ramon Marlon Runtu
 Director : Ms. Debora Wahjutirto Tanoyo***)
 Director : Mr. Lembing***)
 Director of Compliance : Mr. Tamunan

*) Approval of the fit and proper test was obtained on 30 October 2018

**) Approval of the fit and proper test was obtained on 22 November 2018

***) Approval of the fit and proper test was obtained on 30 October 2018

PENUTUP

Demikian laporan kami sampaikan. Direksi mengucapkan terima kasih kepada seluruh pegawai yang telah memberikan dedikasi terbaiknya selama tahun 2018 yang penuh dengan tantangan. Kepada *Stakeholders*, Nasabah dan Pemegang Saham, Direksi mengucapkan terima kasih atas kepercayaan yang telah diberikan. Atas pengawasan dan pemberian nasihat yang telah dilaksanakan oleh Dewan Komisaris, Direksi mengucapkan terima kasih yang setinggi-tingginya.

Kedepannya, Direksi akan senantiasa berupaya meningkatkan kinerja Bank dengan memanfaatkan kekuatan-kekuatan yang dimiliki dalam meraih peluang-peluang yang ada. Direksi optimis bahwa kinerja Bank di masa-masa yang akan datang akan semakin baik dan mampu meningkatkan nilai para pemangku kepentingan.

CLOSING

Hence, we submit the report. The Board of Directors would like to thank all of the employees who have given their best dedication throughout the year 2018, which was full of challenges. To the Stakeholders, Customers, and Shareholders, the Board of Directors would like to thank for their trust. For the supervision and provision of advice that has been carried out by the Board of Commissioners, the Board of Directors expresses its highest gratitude.

To the future, the Board of Directors will always strive to improve the Bank's performance by utilizing the strengths in achieving the existing opportunities. The Board of Directors is optimistic that the Bank's performance in the future will be better and able to increase the stakeholders' value.

Jakarta, April 2019

Atas nama Direksi
On behalf of the Board of Directors

PT Bank Victoria International Tbk



Ahmad Fajar

Direktur Utama
President Director

Tanggung Jawab Laporan

Responsibility of Reporting

Surat Pernyataan Direksi tentang Tanggung Jawab atas Laporan Tahunan 2018 PT Bank Victoria International Tbk

The Board of Directors' Statement of Responsibility for the 2018 Annual Reporting of PT Bank Victoria International Tbk

Kami, yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Tahunan PT Bank Victoria International Tbk tahun 2018 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perseroan.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned, hereby declare that all information in the Annual Report of PT Bank Victoria International Tbk for year 2018 has been fully contained and take full responsibility toward the correctness of contents in the Annual Report of the Company.

This statement is hereby made in all truthfulness.

Jakarta, 12 April 2019
Jakarta, 12 April 2019



Ahmad Fajar

Direktur Utama
President Director



Rusli

Wakil Direktur Utama
Deputy President Director



Tamunan

Direktur Kepatuhan dan Manajemen Risiko
Director of Compliance and Risk Management



Leming

Direktur Bisnis
Director of Business



Debora Wahjutirto Tanoyo

Direktur Keuangan
Director of Finance

* Pada tanggal penerbitan Laporan Tahunan ini, Bapak Ramon Marlon Runtu yang menjabat sebagai Direktur Kredit telah mengundurkan diri efektif per tanggal 31 Januari 2019 sehingga pernyataan tanggung jawab untuk Direktur yang bersangkutan tidak dicantumkan dalam halaman ini.

* On the date of issuance of this Annual Report, Mr. Ramon Marlon Runtu who served as Director of Credit has resigned effectively as per 31 January 2019 hence the statement of responsibility for the concerned Director is not included in this page.

Tanggung Jawab Laporan

Responsibility of Reporting

Surat Pernyataan Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan 2018 PT Bank Victoria International Tbk

The Board of Commissioners' Statement of Responsibility for the 2018 Annual Reporting of PT Bank Victoria International Tbk

Kami, yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Tahunan PT Bank Victoria International Tbk tahun 2018 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perseroan.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned, hereby declare that all information in the Annual Report of PT Bank Victoria International Tbk for year 2018 has been fully contained and take full responsibility toward the correctness of contents in the Annual Report of the Company.

This statement is hereby made in all truthfulness.

Jakarta, 12 April 2019
Jakarta, 12 April 2019



Oliver Simorangkir

Komisaris Utama
President Commissioner



Gunawan Tenggarahardja

Komisaris / Komisaris Independen
Commissioner / Independent Commissioner



Zaenal Abidin, PhD

Komisaris / Komisaris Independen
Commissioner / Independent Commissioner

PROFIL PERUSAHAAN

Company Profile



Identitas Perusahaan

Corporate Identity

Nama / Name	PT Bank Victoria International Tbk
Alamat / Address	Graha BIP Building 10 th Floor Jl. Gatot Subroto Kav. 23 Jakarta Selatan, 12930 Indonesia T : (021) 522 8888 F : (021) 522 8777 E : corsec@victoriabank.co.id W : www.victoriabank.co.id
Bidang Usaha / Line Of Business	Perbankan Komersial / Commercial Bank
Tanggal Pendirian / Date Of Incorporation	28 Oktober 1992 / 28 October 1992
Dasar Hukum / Legal Basis	• Didirikan dengan nama PT Bank Victoria berdasarkan Akta Perseroan Terbatas No. 71 tanggal 28 Oktober 1992 oleh Notaris Amrul Partomuan Pohan, SH, LLM; • Perubahan nama menjadi PT Bank Victoria International berdasarkan Akta Pembetulan No. 30 tanggal 8 Juni 1993 oleh Notaris Amrul Partomuan Pohan, SH, LLM. • Incorporated under the name PT Bank Victoria based on Deed of Limited Liability Company No. 71 dated 28 October 1992 made before Notary Amrul Partomuan Pohan, SH, LLM; • The name changed into PT Bank Victoria International based on Deed of Amendment No. 30 dated 8 June 1993 made before Notary Amrul Partomuan Pohan, SH, LLM.
Kepemilikan / Ownership	• PT Victoria Investama Tbk : 46,38% • Suzanna Tanojo : 17.74% • Deutsche Investitions-und Entwicklungsgesellschaft mbH : 9.00% • PT Nata Patindo : 2.73% • Masyarakat (masing-masing di bawah 5%) / Public (each under 5%) : 24.15%
Modal Dasar / Authorized Capital	Rp1,400,000,000,000,-
Modal Ditempatkan dan Disetor Penuh / Subscribed and Fully Paid-Up Capital	Rp867,104,816,200,-
Tanggal Pencatatan Saham / Share Listing Date	30 Juni 1999 / 30 June 1999
Kode Saham / Share Code	BVIC
Lembaga Pencatatan dan Perdagangan Saham / Share Registration and Trading Institution	Bursa Efek Indonesia (dahulu Bursa Efek Jakarta)/ Indonesia Stock Exchange (was Jakarta Stock Exchange) Jakarta Stock Exchange Building Tower I Jl. Jend. Sudirman Kav. 52 – 53 Jakarta, 12190
Jaringan Kantor / Office Network	1 Kantor Pusat 12 Kantor Cabang 65 Kantor Cabang Pembantu 14 Jaringan Kantor Lain (Kantor Kas, Payment Point, dan lainnya) 1 Head Office 12 Branch Offices 65 Sub-branch Offices 14 Other Office Network (Cash Offices, Payment Points, et cetera)
Jumlah Human Capital / Total Human Capital	1,044 orang / people
Entitas Anak / Subsidiary	PT Bank Victoria Syariah

Riwayat Singkat Perusahaan

Company Brief History

Bank Victoria pertama kali didirikan dengan nama PT Bank Victoria berdasarkan Akta Perseroan Terbatas Nomor 71 tanggal 28 Oktober 1992.

Bank Victoria was first established under the name of PT Bank Victoria based on Limited Liability Company Act No. 71 dated 28 October 1992.

PT Bank Victoria International Tbk (selanjutnya disebut Bank Victoria atau Bank) merupakan salah satu perbankan komersial di Indonesia yang telah berdiri selama lebih dari 25 tahun. Bank Victoria pertama kali didirikan dengan nama PT Bank Victoria berdasarkan Akta Perseroan Terbatas No. 71 tanggal 28 Oktober 1992 yang dibuat dihadapan notaris Amrul Partomuan Pohan, SH, LLM. Nama Bank Victoria kemudian berubah menjadi PT Bank Victoria International berdasarkan Akta Pembetulan No. 30 tanggal 8 Juni 1993 yang juga dibuat dihadapan notaris Amrul Partomuan Pohan, SH, LLM. Akta perubahan nama tersebut telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan No. C2-4903.HT.01.01.Th.93 tertanggal 19 Juni 1993 dan telah didaftarkan pada Kepaniteraan Pengadilan Negeri Jakarta Utara di bawah No. 342/Leg/1993 pada tanggal 29 Juni 1993, serta telah diumumkan dalam Berita Negara Republik Indonesia No. 39 tanggal 15 Mei 1998 dan Tambahan No. 2602.

Pada tahun 1999, Bank Victoria menjadi perusahaan terbuka dengan mencatatkan sahamnya di Bursa Efek Jakarta dan Bursa Efek Surabaya (kini Bursa Efek Indonesia). Sejak saat itu, Bank Victoria aktif melaksanakan berbagai aksi korporasi, seperti penawaran umum terbatas dan penerbitan obligasi. Di tahun 2007, Bank Victoria menerbitkan Obligasi II dan Obligasi Subordinasi I, masing-masing bernilai Rp200 miliar. Kemudian di tahun 2008, Bank Victoria telah melakukan Penawaran Umum Terbatas (Hak Memesan Efek Terlebih Dahulu atau HMETD) IV senilai Rp116,75 miliar. Pada Tahun 2016, Bank Victoria melakukan Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu sebanyak 780.394.335 lembar. Sampai dengan akhir tahun 2018, jumlah saham Bank Victoria yang beredar sebanyak 8.671.048.162 lembar saham dengan nilai modal yang ditempatkan dan disetor penuh sebesar Rp867.104.816.200.

PT Bank Victoria International Tbk (hereinafter referred to as Bank Victoria or Bank) is one of the commercial banking in Indonesia that has established for more than 25 years. The Bank was first incorporated under the name of PT Bank Victoria based on Deed of Limited Liability Company No. 71 dated 28 October 1992, made before Notary Amrul Partomuan Pohan, SH, LLM. The name Bank Victoria was then changed into PT Bank Victoria International based on Deed of Amendment No. 30 dated 8 June 1993, also made before Notary Amrul Partomuan Pohan, SH, LLM. The Deed of Amendment of name has been ratified by the Minister of Law and Human Rights based on the Decree No. C2-4903.HT.01.01.Th.93 dated 19 June 1993, and has been registered at the Clerk Office of District Court of North Jakarta under No. 342/Leg/1993 dated 29 June 1993, and has been announced in Official Gazette of the Republic of Indonesia No. 39 dated 15 May 1998 and Supplement No. 2602.

In 1999, Bank Victoria became a public company by listing its shares at the Jakarta Stock Exchange and Surabaya Stock Exchange (now Indonesian Stock Exchange). Since then, Bank Victoria has actively conducted various corporate actions, such as limited public offering and bond issuance. In 2007, Bank Victoria issued Bond II and Subordinated Bond I, each with value of Rp200 billion. Then, in 2008, Bank Victoria conducted Limited Public Offering (Pre-emptive Rights or HMETD) IV amounting to Rp116.75 billion. In 2016, Bank Victoria increased its capital without pre-emptive rights for 780,394,335 shares. Until the end of 2018, the number of outstanding shares of Bank Victoria was 8,671,048,162 shares with the issued and paid up capital of Rp867,104,816,200.

Pada tahun 2011, Bank Victoria telah menambahkan modal melalui Penawaran Umum Terbatas melalui HMETD sebesar Rp195 Miliar. Selain itu, di tahun 2012 Bank Victoria menerbitkan Obligasi III dan Subordinasi II dengan nilai masing-masing Rp200 Miliar dan Rp300 Miliar. Pada tahun 2013, Bank Victoria menerbitkan Obligasi IV dan Subordinasi III sebesar Rp200 Miliar dan Rp300 Miliar selain itu pada tahun 2017 Bank Victoria menerbitkan Obligasi dan Obligasi Subordinasi Berkelanjutan I Tahap I masing-masing sebesar Rp 300 Miliar dan Rp50 Miliar kemudian pada tahun 2018 Bank Victoria menerbitkan Obligasi dan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018. Obligasi Berkelanjutan yang ditawarkan terdiri dari 2 (dua) seri Obligasi, yaitu Seri A sejumlah Rp 100 Miliar dan Seri B sejumlah Rp 200 Miliar, sedangkan Obligasi Subordinasi sebesar Rp 350 Miliar. Pada tanggal 20 Februari 2017, Bank Victoria secara resmi telah menjadi bank devisa di kelompok usaha BUKU II setelah memperoleh ijin dari Dewan Komisiner Otoritas Jasa Keuangan melalui Surat Keputusan No. KEP-114/D.03/2016 tanggal 8 Desember 2016 sehingga Bank Victoria kembali memperluas portofolio layanan dengan melaksanakan kegiatan usaha dalam valuta asing. Adapun layanan transaksi dalam valuta asing yang disediakan meliputi transaksi pengiriman uang (*remittance*), perdagangan internasional (*trade finance*), treasury dan layanan interbank lain.

Anggaran Dasar Bank Victoria telah mengalami beberapa kali perubahan. Perubahan terakhir Anggaran Dasar dengan Akta No. 5 tanggal 17 Januari 2017 yang dibuat dihadapan Fathiah Helmi, SH, notaris di Jakarta. Penerimaan dan pemberitahuan perubahan Anggaran Dasar tersebut telah diterima dan dicatat dalam database Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0024041 tanggal 19 Januari 2017. Dalam upaya untuk *men-delivery* berbagai produk consumer banking dan layanan institusional bagi masyarakat, per 30 Desember 2018 Bank Victoria telah memiliki 92 jaringan kantor, yang terdiri dari 1 kantor pusat operasional, 12 kantor cabang, 65 kantor cabang pembantu, dan 14 kantor kas yang tersebar di wilayah Jabodetabek, Jawa Barat, Jawa Timur, Sulawesi Utara, Sulawesi Selatan sampai dengan Bali. Bank Victoria juga senantiasa melakukan berbagai inovasi dalam memenuhi kebutuhan para nasabah, antara lain dengan menerbitkan Kartu ATM Bank Victoria yang dapat digunakan pada lebih dari 110 ribu ATM bank peserta Jaringan Prima dan lebih dari 450 ribu EDC berlogo Prima Debit atau Debit BCA. Selain itu, Bank Victoria juga menyediakan layanan *Internet Banking* dan *Mobile Banking* yang ditujukan untuk memberikan kemudahan bagi nasabah Bank dalam melakukan transaksi perbankan di era *digital*.

KETERANGAN PERUBAHAN NAMA

Sesuai dengan uraian riwayat singkat perusahaan, Bank Victoria pernah mengganti nama sebanyak 1 (satu) kali, sejak pertama kali berdiri, dari semula bernama PT Bank Victoria menjadi PT Bank Victoria International pada tanggal 8 Juni 1993 yang telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan No. C2-4903. HT.01.01.Th.93 tertanggal 19 Juni 1993 dan telah didaftarkan pada Kepaniteraan Pengadilan Negeri Jakarta Utara di bawah No. 342/Leg/1993 pada tanggal 29 Juni 1993, serta telah diumumkan dalam Berita Negara Republik Indonesia No. 39 tanggal 15 Mei 1998 dan Tambahan No. 2602.

In 2011, Bank Victoria increased its capital through Limited Public Offering through Pre-emptive Rights (HMETD) of Rp195 Billion. Furthermore, in 2012, Bank Victoria issued Bond III and Subordinated II with the value of Rp200 Billion and Rp300 Billion, respectively. In 2013, Bank Victoria issued Bond IV and Subordinated III, with the value of Rp200 Billion and Rp300 Billion, respectively. Furthermore in 2017, Bank Victoria issued Bond and Continuous Subordinated Bond I Phase I with the value of Rp300 Billion and Rp50 Billion, respectively. Then in 2018, Bank Victoria issued Bond and Continuing Bond I Phase II Year 2018. Continuing Bonds offered consist of 2 (two) Bonds series, which are A Series of Rp100 Billion and B Series of Rp200 Billion, while Subordinated Bond is of Rp350 Billion. On February 20, 2017, Bank Victoria officially became a foreign exchange bank in BUKU II business group after obtaining license from the Board of Commissioners of the Financial Services Authority through Decision Letter No. KEP-114/D.03/2016 dated December 8, 2016, so that Bank Victoria again expanded its service portfolio by conducting business activities in foreign exchange. The transaction services in foreign currency provided include remittance transactions, international trade (trade finance), treasury, and other interbank services.

Bank Victoria's Articles of Association have been amended several times. The last amendment of the Articles of Association was based on Deed No. 5 dated 17 January 2017, made before Fathiah Helmi, SH, a Notary in Jakarta. The receipt and notification of amendment to the Articles of Association has been accepted and recorded in the database of Legal Entities Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0024041 dated 19 January 2017. In an effort to deliver various consumer banking products and institutional services to the community, as per 30 December 2018 Bank Victoria already has 92 office networks, consisting of 1 operational head office, 12 branch offices, 65 sub-branch offices, and 14 cash offices spread over the regions of Jabodetabek, West Java, East Java, North Sulawesi, South Sulawesi, to Bali. Bank Victoria also continues to innovate to meet the needs of its customers, among others by issuing a Bank Victoria ATM Card that can be used on more than 110 thousand ATMs of Prima Network participant banks and more than 450 thousand EDC with Prima Debit logo or BCA Debit. In addition, Bank Victoria also provides Internet Banking and Mobile Banking services aimed at providing convenience for the Bank customers in conducting their banking transactions in the digital era.

INFORMATION ON CHANGES OF NAME

In accordance with the description of the Company's brief history, Bank Victoria changed its name 1 (one) time, since it was first established, from the original name of PT Bank Victoria to PT Bank Victoria International on 8 June 1993 which had obtained approval from the Minister of Law and Human Rights based on Decision Letter No. C2-4903.HT.01.01.Th.93 dated 19 June 1993, and has been registered at the Clerk Office of District Court of North Jakarta under No. 342/Leg/1993 dated 29 June 1993, and has been announced in Official Gazette of the Republic of Indonesia No. 39 dated 15 May 1998 and Supplement No. 2602.

Brand Perusahaan

Company Brand



bank victoria

Logo Bank Victoria merupakan sebuah simbol yang menggambarkan kekuatan karakter perusahaan secara utuh dan jelas. Logo Bank Victoria terinspirasi dari perkembangan yang lebih baik dan menyeluruh yang dilakukan oleh Bank Victoria, serta kepercayaan yang telah ditanamkan sejak dulu yang pada akhirnya mulai menunjukkan hasil.

Bentuk logo "titik" di bagian bawah merupakan simbol dari kepercayaan yang telah mengakar dan dipupuk terus menerus. Sedangkan, bentuk logo huruf V yang di atasnya terdapat mahkota dengan tiga lengkungan di setiap sudutnya merupakan penggambaran pada pertumbuhan yang dicapai melalui manajemen yang pruden, sentuhan layanan pribadi, dan pengembangan produk inovatif.

Bank Victoria's logo is a symbol that illustrates the strength of the Company's character as a whole and clear. Bank Victoria's Logo was inspired by a better and thorough development performed by Bank Victoria, as well as the beliefs that have been embedded since the beginning that eventually showing results.

The shape of "point" at below of the Logo is a symbol of trust that has been rooted and nurtured continuously. While the logo shape of the letter V which is topped with a crown with three arches in each corner illustrates the growth achieved through prudent management, a touch of personal service, and innovative product development.

Bidang Usaha

Line of Business

Bank Victoria menjalankan kegiatan usaha sebagai bank umum konvensional dan menyediakan layanan perbankan syariah melalui Entitas Anak.

Sesuai dengan pasal 3 Anggaran Dasar Bank, ruang lingkup kegiatan Bank adalah menjalankan usaha sebagai bank umum dalam arti kata seluas-luasnya sesuai dengan ketentuan yang berlaku. Untuk mencapai maksud dan tujuan tersebut, Bank dapat melakukan kegiatan usaha sebagai berikut.

Bank Victoria operates as a conventional commercial bank business activity and provides sharia banking services through its Subsidiary.

Pursuant to Article 3 of the Bank's Articles of Association, the scope of the Bank activities is to run a commercial bank in the broadest possible meaning in accordance with the applicable provisions. To achieve such purpose and objectives, the Bank can conduct business activities as follows:

KEGIATAN USAHA UTAMA

MAIN BUSINESS ACTIVITIES

Kegiatan Usaha Berdasarkan Anggaran Dasar	Kegiatan Usaha yang Dijalankan Bank Victoria Business Activities Run by Bank Victoria		Business Activities Based on Articles of Association
	Sudah Done	Belum Not Done	
1. Menghimpun dana dari masyarakat dalam bentuk simpanan giro, deposito berjangka, sertifikat deposito, tabungan, dan/atau bentuk lainnya yang dipersamakan dengan itu;	√		1. Collect funds from the society in the form of demand deposits, time deposits, certificates of deposit, savings, and/or other forms equivalent;
2. Memberikan kredit, baik kredit jangka menengah, panjang atau pendek, maupun jenis lainnya yang lazim dalam dunia perbankan;	√		2. Provide credits, whether medium-term, long-term, or short-term, and other types prevalent in the banking world;
3. Menerbitkan surat pengakuan hutang;	√		3. Issue debt certificates;
4. Membeli, menjual atau menjamin atas risiko sendiri maupun untuk kepentingan dan atas perintah nasabahnya: a. Surat-surat wesel, termasuk wesel yang diakseptasi oleh Bank yang masa berlakunya tidak lebih lama dari kebiasaan dalam perdagangan surat-surat tersebut; b. Surat pengakuan hutang dan kertas dagang lainnya yang masa berlakunya tidak lebih lama dari kebiasaan dalam perdagangan surat-surat tersebut; c. Kertas perbendaharaan negara dan surat jaminan pemerintah; d. Sertifikat Bank Indonesia; e. Obligasi; f. Surat promes yang dapat diperdagangkan dengan berjangka waktu sampai dengan 1 tahun; g. Surat berharga lain yang berjangka waktu sampai dengan 1 tahun.	√		4. Buy, sell, or guarantee on own risk and for the interest and upon the order of its customers; a. Money orders, including accredited money orders by the Bank in which the validity period is not longer than the custom of the trade of the papers; b. Debt certificates and other trade papers in which the validity period is not longer than the custom of the trade of the papers; c. State treasury bills and government guarantee letter; d. Bank Indonesia Certificates; e. Bonds; f. Short-term tradeable promissory notes with validity period of up to 1 year; g. Other securities with validity period of up to 1 year.

Kegiatan Usaha Berdasarkan Anggaran Dasar	Kegiatan Usaha yang Dijalankan Bank Victoria Business Activities Run by Bank Victoria		Business Activities Based on Articles of Association
	Sudah Done	Belum Not Done	
5. Memindahkan uang, baik untuk kepentingan sendiri maupun untuk kepentingan nasabah;	√		5. Transfer of money, both for own interest and for the customers' interest;
6. Menempatkan dana pada, meminjam dana dari, atau meminjamkan dana kepada bank lain, baik dengan menggunakan surat, sarana telekomunikasi maupun dengan wesel unjuk, cek atau sarana lainnya;	√		6. Place funds in, borrow funds from, or lend funds to other banks, either by mail, telecommunication means, or by sight draft, check, or other means;
7. Menerima pembayaran dari tagihan atas surat berharga dan melakukan perhitungan dengan atau antara pihak ketiga;	√		7. Receive payments from claims on securities and perform calculations with or between third parties;
8. Melakukan penempatan dana dari nasabah kepada nasabah lainnya dalam bentuk surat berharga yang tercatat di bursa efek;	√		8. Perform placement of funds from a customer to another customer in the form of securities listed in stock exchange;
9. Melakukan kegiatan dalam valuta asing dengan memenuhi ketentuan yang ditetapkan oleh Bank Indonesia;	√		9. Perform activities in foreign currencies by meeting provisions stipulated by Bank Indonesia;
10. Menyediakan pembiayaan dan/atau melakukan kegiatan lain termasuk kegiatan berdasarkan prinsip syariah sesuai dengan ketentuan yang ditetapkan oleh Bank Indonesia.	√		10. Provide financing and/or perform other activities including activities based on sharia principles in accordance with provisions stipulated by Bank Indonesia.

KEGIATAN USAHA PENUNJANG

SUPPORTING BUSINESS ACTIVITIES

Kegiatan Usaha Berdasarkan Anggaran Dasar	Kegiatan Usaha yang Dijalankan Bank Victoria Business Activities Run by Bank Victoria		Business Activities Based on Articles of Association
	Sudah Done	Belum Not Done	
1. Menyediakan tempat untuk menyimpan barang dan surat berharga;		√	1. Provide place for storing valuables and securities;
2. Melakukan kegiatan penitipan untuk kepentingan pihak lain berdasarkan suatu kontrak;		√	2. Conduct custodial activities for the benefits of others under a contract;
3. Membeli agunan, baik semua maupun sebagian, melalui pelelangan dalam hal debitur tidak memenuhi kewajibannya kepada perusahaan, dengan ketentuan agunan yang dibeli tersebut wajib dicairkan secepatnya;		√	3. Purchase a collateral, either in whole or in part, through an auction in the event that the debtor cannot meet its obligations to the company, provided that the purchased collateral must be disbursed immediately;
4. Melakukan kegiatan anjak piutang, usaha kartu kredit, dan kegiatan wali amanat;		√	4. Perform factoring activities, credit card business, and trustee activities;
5. Melakukan kegiatan sebagai penyelenggara dana pensiun sesuai dengan peraturan perundang-undangan yang berlaku, baik selaku pendiri dana pensiun pemberi kerja maupun selaku pendiri dan/atau peserta dana pensiun lembaga keuangan;	√		5. Conduct activities as the Pension Fund organizers in accordance with the applicable laws and regulations, either as the founder of the employer's pension fund or as the founder and/or participant of the pension fund of a financial institution;

Kegiatan Usaha Berdasarkan Anggaran Dasar	Kegiatan Usaha yang Dijalankan Bank Victoria Business Activities Run by Bank Victoria		Business Activities Based on Articles of Association
	Sudah Done	Belum Not Done	
6. Melakukan kegiatan penyertaan modal pada bank atau perusahaan lain di bidang keuangan, sewa guna usaha, perusahaan modal ventura, perusahaan efek, perusahaan asuransi, lembaga kliring dan penjamin, serta lembaga penyimpanan dan penyelesaian dengan memenuhi ketentuan yang ditetapkan oleh instansi yang berwenang;	√		6. Conduct equity participation in a bank or other company in the field of finance, leasing companies, venture capital firms, securities companies, insurance companies, clearing and guarantee institutions, as well as depository and settlement institutions in compliance with provisions stipulated by the competent authorities;
7. Melakukan kegiatan penyertaan modal sementara untuk mengatasi kredit macet, termasuk kegagalan pembiayaan berdasarkan prinsip syariah dengan syarat harus menarik kembali pernyataannya sesuai dengan ketentuan yang ditetapkan oleh Bank Indonesia;		√	7. Conduct temporary equity participation to cope with NPL, including financing failure based on sharia principles subject to withdrawal of statements in accordance with provisions stipulated by Bank Indonesia;
8. Mengusahakan usaha-usaha lain yang berhubungan langsung atau tidak langsung dengan maksud tersebut di atas yang pelaksanaannya tidak bertentangan dengan undang-undang yang berlaku di Indonesia.		√	8. Undertake other business ventures directly or indirectly related to the aforementioned intent in which its implementation is not contradictory with the applicable law in Indonesia.

PRODUK DAN JASA

Kegiatan usaha Bank Victoria meliputi produk simpanan, produk pinjaman, serta berbagai layanan lainnya. Uraian produk dan jasa Bank Victoria dijelaskan sebagai berikut:

PRODUK SIMPANAN

Produk simpanan adalah dana pihak ketiga yang telah dihimpun oleh Bank Victoria melalui berbagai produk tabungan, giro, dan deposito.

GIRO

Produk simpanan pihak ketiga yang penarikannya dapat dilakukan sewaktu-waktu tanpa memberitahukan terlebih dahulu kepada Bank Victoria, dengan menggunakan alat penarikan berupa cek, bilyet giro, surat perintah pembayaran lainnya, ataupun dengan cara pemindahbukuan yang telah disediakan bagi para nasabah perorangan maupun perusahaan. Produk giro yang dimiliki Bank Victoria adalah VIP Giro.

VIP Giro adalah produk Giro yang diperuntukan untuk perorangan dan perusahaan yang dapat memberikan imbal hasil yang sangat menarik. Selain itu, dapat digunakan untuk memudahkan nasabah dalam bertransaksi dengan memberikan fasilitas tambahan gratis biaya buku cek/bilyet giro. Dengan menggunakan VIP Giro, nasabah pada segmen bisnis/perusahaan juga dapat menjalankan fasilitas penggajian gratis untuk seluruh karyawan dengan rekening *payroll* di Bank Victoria.

TABUNGAN

TABUNGAN VIP SAFE

Tabungan yang digunakan untuk perorangan dengan *tiering* suku bunga yang sangat menarik, bebas biaya administrasi bulanan, sekaligus memberikan manfaat gratis perlindungan

PRODUCTS AND SERVICES

The business activities of Bank Victoria include savings products, loan products, and several other services. The description of Bank Victoria products and services is as follows.

SAVINGS PRODUCTS

Savings products are funds of third parties that have been collected by Bank Victoria through various savings, demand deposits, and time deposits.

DEMAND DEPOSITS

Is a third-party savings product which withdrawal can be done anytime without first notifying Bank Victoria, namely by using a withdrawal means in the form of cheques, bilyet giro, other written payment instructions, or by way of credit balance transfer provided for individual customers and corporates. The demand deposit product owned by Bank Victoria is VIP Giro.

VIP Giro is a Demand Deposit product allocated for individuals and corporates that can give a very attractive return. Besides, it can be used to facilitate customers in making transactions by providing additional facility of free cheque book/bilyet giro. By using VIP Giro, customers of business/company segment can also run a free payroll facility to all employees with a payroll account in Bank Victoria.

SAVINGS

VIP SAFE SAVINGS

Is a savings account reserved for individuals with attractive tiering interest rates, free from monthly administration fee, at once also giving benefits of free personal accident insurance

asuransi kecelakaan diri hingga maksimum Rp5 miliar. Selain itu, dengan fasilitas *internet banking* dan *mobile banking* yang diberikan membuat nasabah dapat melakukan transaksi perbankan tanpa harus datang ke kantor cabang.

TABUNGAN VIP-PRO

Rekening tabungan dengan suku bunga berjenjang yang kompetitif dan *point reward* dengan berbagai hadiah menarik yang memberikan kemudahan dengan jaringan ATM prima, serta fasilitas *internet banking* dan *mobile banking*.

PROGRAM V-88

Penyatuan (*bundling*) produk antara deposito berjangka 3 (tiga) bulan dengan tabungan Victoria, yang dapat memberikan imbal hasil yang menarik untuk deposito berjangka 3 (tiga) bulan, dengan alokasi penempatan nominal yang telah ditentukan dari total penempatannya pada tabungan Victoria yang diblokir selama jangka waktu 3 bulan. Program ini juga memberikan manfaat gratis perlindungan asuransi kecelakaan diri hingga maksimum Rp10 miliar.

TABUNGAN VIP-PLAN

Rekening tabungan berencana yang dapat membantu pengaturan dana untuk berbagai kebutuhan dengan berbagai hadiah langsung sesuai pilihan dan perlindungan asuransi jiwa secara gratis.

TABUNGAN VICTORIA

Rekening tabungan yang menawarkan kemudahan bertransaksi melalui ATM Victoria yang bekerja sama dengan jaringan ATM Prima, dengan suku bunga yang kompetitif, bebas biaya administrasi bulanan, serta dilengkapi fasilitas *internet banking* dan *mobile banking* yang dapat dipakai untuk transaksi transfer dana, pembelian, dan pembayaran di berbagai *merchant*.

TABUNGANKU

Tabungan yang digunakan untuk perorangan dengan persyaratan yang mudah dan ringan yang diterbitkan secara bersama oleh bank-bank di Indonesia, sebagai perwujudan untuk menumbuhkan budaya menabung serta meningkatkan kesejahteraan masyarakat.

TABUNGAN V-BISNIS

Rekening tabungan khusus yang disediakan untuk para pelaku bisnis perorangan maupun badan hukum dengan suku bunga yang kompetitif.

DEPOSITO

DEPOSITO RUPIAH

Produk simpanan berjangka dengan mata uang Rupiah yang dapat digunakan untuk nasabah perorangan maupun badan hukum dengan jangka waktu 1 (satu) bulan, 3 (tiga) bulan, 6 (enam) bulan, atau 12 (dua belas) bulan, serta dapat memberikan bunga deposito yang sangat menarik kepada nasabah.

DEPOSITO VALAS

Produk simpanan berjangka dalam bentuk mata uang asing bagi Nasabah individu maupun perusahaan. Produk ini tersedia dalam mata uang US Dollar, Singapore Dollar, Yen dan Euro.

protection up to a maximum of Rp5 billion. In addition to that, the internet banking and mobile banking facilities provided allow customers to make banking transactions without having to come to the branch office.

VIP-PRO SAVINGS

Is a savings account with competitive tiering interest rates and point rewards with various attractive gifts which provides convenience, through ATM Prima network as well as internet banking and mobile banking facilities.

V-88 PROGRAM

Is a bundling of products between a 3 (three) month time deposit and Victoria savings, that can give attractive yields for a 3 (three) month time deposit, with allocation of nominal placement that has been determined from the total placement in Victoria savings which shall be blocked for a 3-month period. This program also provides benefits of free personal accident insurance protection up to a maximum of Rp10 billion.

VIP PLAN SAVINGS

Is a plan savings account which can assist the arrangement of funds for various needs with various direct gifts according to the choice and free of life insurance protection.

VICTORIA SAVINGS

Is a savings account offering easy transactions through Victoria ATM that work in cooperation with ATM Prima network with interest rate which is competitive, free of monthly administration fee, and completed with internet banking and mobile banking facilities that can be used for transactions of fund transfer, purchases, and payments in various merchants.

TABUNGANKU (MYSAVINGS)

Is a savings reserved for individuals with easy light requirements issued jointly by banks in Indonesia, as a manifestation for growing a culture of saving and improve the welfare of the people.

V-BISNIS SAVINGS

Is a special savings account reserved for business actors, individuals, and corporations with competitive interest rates.

TERM DEPOSITS

RUPIAH DEPOSITS

A time deposit product in Rupiah that can be used for individual and legal entity customers with a period of 1 (one) month, 3 (three) months, 6 (six) months, or 12 (twelve) months, and can give a very attractive time deposit interest to customers.

FOREX DEPOSITS

Time deposits product in the form of foreign currencies for individual and corporate customers. This product is available in US Dollar, Singapore Dollar, Yen, and Euro.

DEPOSITO V-88

Penyatuan (*bundling*) produk antara deposito berjangka 3 bulan dengan tabungan Victoria, yang dapat memberikan imbal hasil yang menarik untuk deposito berjangka 3 bulan, dengan alokasi penempatan nominal yang telah ditentukan dari total penempatannya pada tabungan Victoria yang diblokir selama jangka waktu 3 bulan. Program ini juga memberikan manfaat gratis perlindungan asuransi kecelakaan diri hingga maksimum Rp10 miliar.

PRODUK PINJAMAN

KREDIT PRODUKTIF

CORPORATE LENDING

Kredit produktif (modal kerja dan investasi) yang diberikan untuk portofolio kredit *high end corporate customers* (termasuk di dalamnya *public listed companies*, perusahaan yang dimiliki oleh konglomerat Indonesia, perusahaan nasional) dengan plafond diatas Rp50 miliar (SE No. 003/SE-DIR/02/18, 23 Februari 2018), termasuk kredit sindikasi dengan bank-bank besar. Pada segmen kredit ini, sektor industri yang ditargetkan adalah industri manufaktur, *trading*, *property*, (*shopping mall*, *office building*, *real estate*, *kondominium*, *apartment*), transportasi, komunikasi, pertambangan, listrik dan gas.

COMMERCIAL LENDING

- **Commercial Enterprise and Lending**

Kredit produktif (modal kerja dan investasi) yang diberikan kepada *high end commercial customers* akan difokuskan pada perusahaan-perusahaan yang memiliki *supply chain/ value chain* untuk mendukung *cross selling* kredit segmen lainnya dengan plafond diatas Rp15 miliar (SE No. 003/SE-DIR/02/18, 23 Februari 2018) sampai dengan Rp50 miliar. Pola pembiayaan yang diterapkan antara lain *Supplier Financing*, *AR Financing*, *Inventory Financing*.

- **Medium Enterprise Lending**

Kredit produktif (modal kerja dan investasi) yang diberikan kepada *mid-tier commercial customers* akan difokuskan untuk penyebaran *portfolio by industry* yang masuk ke dalam kriteria *risk appetite* dari Bank dengan plafond diatas Rp1 miliar sampai dengan Rp15 miliar (SE No. 003/SE-DIR/02/18, 23 Februari 2018). Segmen industri yang difokuskan adalah *Trading*, *Small Manufacturing*, *Transportation*.

MULTI FINANCE LENDING

Kredit yang diperuntukan bagi perusahaan pembiayaan (*multi finance*) dalam bentuk modal kerja cicilan yang dapat digunakan untuk pembiayaan kepada *end user*, seperti untuk pembiayaan mobil, motor, alat berat, elektronik, dan lain-lain.

V-88 DEPOSITS

A bundling product between a 3-month time deposit and Victoria savings, that can give attractive yields for a 3-month time deposit, with allocation of nominal placement that has been determined from the total placement in Victoria savings which is locked for a 3-month period. This program also provides benefits of free personal accident insurance protection up to a maximum of Rp10 billion.

LOAN PRODUCTS

PRODUCTIVE CREDIT

CORPORATE LENDING

Is a productive credit (working capital and investment) provided for credit portfolio of high-end corporate customers (including public listed companies, company owned by Indonesian Conglomerates and National Companies) with a credit ceiling above Rp50 billion (SE No. 003/SE-DIR/02/18, February 23, 2018), including syndicated loans with large banks. In this credit segment, industry sectors targeted are manufacturing industry, trading property (shopping mall, office building, real estate, condominium, apartment), transportation, communication, mining, electricity, and gas.

COMMERCIAL LENDING

- **Commercial Enterprise and Lending**

Is a productive credit (working capital and investment) provided for high-end commercial customers, which will be focused on companies having supply chain/value chain to support cross selling credit with a credit ceiling above Rp15 billion up to Rp50 billion (SE No. 003/SE-DIR/02/18, February 23, 2018). The financing patterns applied among others are Supplier Financing, AR Financing, Inventory Financing.

- **Medium Enterprise Lending**

Is a productive credit (working capital and investment) provided for mid-tier commercial customers, which will be focused on spreading portfolio by industry included in the criteria of risk appetite from the Bank with the credit ceiling above Rp1 billion up to Rp15 billion (SE No. 003/SE-DIR/02/18, February 23, 2018). The industry segments focused are Trading, Small Manufacturing, Transportation.

MULTI FINANCE LENDING

Is a credit facility reserved for multi finance in the form of installment working capital that can be used for financing to end users, such as financing for cars, motorcycles, heavy equipments, electronics, etc.

KREDIT KONSUMTIF

KREDIT PEMILIKAN RUMAH

Adalah Fasilitas kredit yang diberikan kepada debitur untuk pembelian kembali (*refinancing*), pengambilalihan kredit dari kreditur lain (*take over*) rumah, toko, ruko, rukan, villa, kavling, rusun, kondominium, konstruksi atau renovasi.

KREDIT PEMILIKAN MOBIL

Fasilitas kredit yang diperuntukan bagi debitur yang melakukan pembelian mobil dengan pengembalianya melalui sistem angsuran bulanan.

KREDIT MULTI GUNA

Fasilitas kredit yang diperuntukan bagi perorangan (wiraswasta, profesional, karyawan) yang berdomisili di wilayah operasional cabang, yang membutuhkan dana yang dapat digunakan untuk konsumsi maupun pengembangan usaha terkait dengan bidang profesinya, serta dapat menyerahkan agunan berupa tanah dan bangunan.

KREDIT IMPLANT BANKING

Fasilitas kredit konsumen yang diperuntukan bagi karyawan suatu perusahaan yang dapat dilakukan secara kolektif berdasarkan perjanjian kerja sama antara Bank dengan perusahaan atau koperasi karyawan, maupun perjanjian kredit antara Bank dengan karyawan perusahaan yang bersangkutan.

JASA LAYANAN

KLIRING/INKASO

Layanan kliring/inkaso yang digunakan untuk penagihan warkat bank lain peserta kliring lokal, di luar wilayah kliring, maupun di luar peserta kliring luar wilayah.

TRANSFER

Layanan jasa yang digunakan untuk pengiriman dana kepada penerima dana di bank lain.

RTGS (REAL TIME GROSS SETTLEMENT)

Layanan transfer dana melalui fasilitas RTGS dari Bank Indonesia yang dikenakan biaya transfer, namun dapat dipilih untuk dibebankan kepada pengirim atau kepada penerima.

PEMBAYARAN TAGIHAN

Layanan pembayaran tagihan, misalnya tagihan rekening listrik PLN, rekening telepon Telkom, dan internet Speedy.

KARTU ATM

Fasilitas yang Bank Victoria berikan kepada nasabahnya berupa Kartu Victoria dengan menggunakan format *National Standard Integrated Chip Card (NSICCS)* yang memiliki fitur keamanan yang sangat tinggi sehingga dapat meminimalkan risiko fraud, seperti yang terjadi pada kartu ATM dengan format *magnetic stripe*. Kartu ATM Victoria ini dapat digunakan oleh nasabah di lebih dari 56.000 ATM yang merchant-nya tergabung dengan ATM Prima, sehingga dapat memberikan kemudahan untuk bertransaksi, seperti penarikan tunai, cek saldo, transfer antar rekening di Bank Victoria maupun di Bank lain yang merupakan anggota jaringan ATM Prima yang tersebar di seluruh Indonesia.

CONSUMPTIVE CREDIT

HOME OWNERSHIP LOAN

Is a loan facility reserved for debtors in making a purchase (*refinancing*), taking over credit from another creditor for houses, home stores, office stores, villas, kavlings, flats, condominiums, constructions or renovations.

CAR OWNERSHIP LOAN

Is a loan facility reserved for debtors making car purchases through monthly installment system.

MULTI-PURPOSE CREDIT

Is a credit facility reserved for individuals (entrepreneurs, professionals, employees) domiciled in the branch operational area requiring funds that can be used for consumptive purposes and business development related to their professional field by turning in collaterals in the form of land and building.

IMPLANT BANKING CREDIT

Is a consumer credit facility reserved for employees of a company that can be done collectively based on a cooperative agreement between the Bank and a company or employees' cooperative, as well as a loan agreement between the Bank and the concerned company employee.

SERVICES

CLEARING/PAYMENT

Is a clearing/payment services used for collecting other bank instruments of local clearing participants, outside the clearing area, and outside the clearing participant from outside the area.

TRANSFER

Is a service for transferring funds to a beneficiary in another bank.

RTGS (REAL TIME GROSS SETTLEMENT)

Is a fund transfer service through RTGS facility from Bank Indonesia that is subject to a transfer fee, but with an option whether the charge will be borne by the sender or the recipient.

PAYMENT OF BILLS

Is a service for paying bills, e.g. electricity bills from PLN, phone bills from Telkom, and internet bills from Speedy.

ATM CARD

Facility provided by Bank Victoria to its customers is in the form of Victoria Card using the format of National Standard Integrated Chip Card (NSICCS), which has a very high security feature that can minimize the risk of fraud, as happened in ATM cards with a magnetic stripe format. This Victoria ATM card can be used by customers in more than 56,000 ATMs whose merchants are affiliated with ATM Prima, to facilitate transactions, such as cash withdrawals, balance checks, inter-accounts transfer in Bank Victoria and other Banks that are members of ATM Prima network scattered throughout Indonesia.

AUTO SAVE

Layanan fasilitas yang diperuntukan kepada nasabah giro perorangan Bank Victoria yang dapat mengoptimalkan pengendapan dana.

AUTO DEBIT

Layanan fasilitas *auto debit* yang diperuntukan kepada nasabah dalam melakukan transaksi yang dilakukan secara periodik, seperti untuk pembayaran tagihan listrik (PLN), telepon, PAM dan lain-lain.

LAYANAN BANK DEVISA

Bank Victoria memberikan jasa layanan terkait transaksi dalam valuta asing, antara lain transaksi kiriman uang (*remittance*), perdagangan internasional (*trade finance*), *treasury* dan layanan interbank lainnya.

TRANSAKSI KIRIMAN UANG (REMITTANCE)

Bank Victoria menyediakan jasa kiriman uang dalam valuta asing para nasabah yang ditujukan ke rekening yang berada di dalam negeri (*incoming transfer*) maupun luar negeri (*outgoing transfer*) hingga sampai tujuan tepat waktu dan aman serta didukung oleh sistem yang handal. Saat ini, Bank Victoria melayani jasa kiriman uang dengan valuta USD, EUR, SGD, JPY dan CNY.

PERDAGANGAN INTERNASIONAL (TRADE FINANCE)

Layanan perdagangan internasional (*trade finance*) adalah memberikan pelayanan kepada mitra para pengusaha dalam melakukan Transaksi Perdagangan Dalam Negeri dengan menggunakan Surat Kredit Berdokumen Dalam Negeri (SKBDN) dalam mata uang Rupiah dan *Letter of Credit* (L/C) dalam mata uang asing.

Dengan didukung 91 Cabang Bank Victoria di seluruh Indonesia, Bank Victoria siap membantu nasabah untuk memperkuat posisi bisnis nasabah secara nasional.

Transaksi nasabah akan ditangani dengan cepat oleh tenaga-tenaga ahli yang telah berpengalaman menangani Transaksi Perdagangan Dalam Negeri. Dengan sistem aplikasi berbasis teknologi yang maju, nasabah cukup mengajukan permohonan transaksi dan mempresentasikan dokumen melalui cabang-cabang Bank Victoria terdekat atau langsung ke Kantor Pusat Divisi *International Banking*.

Produk Jasa Layanan dalam perdagangan dalam negeri meliputi:

1. Penerbitan SKBDN dan L/C
2. Penerimaan SKBDN dan L/C
3. *Collection*

Melalui Divisi *International Banking* yang ada, nasabah akan mendapatkan pelayanan *Business Consultation* yang dapat membantu nasabah seputar permasalahan Perdagangan Dalam Negeri dengan menggunakan SKBDN maupun perdagangan internasional menggunakan L/C. Selain itu, Bank Victoria juga memberikan pelayanan Bank Garansi kepada Mitra Usaha.

AUTO SAVE

Is a facility of services reserved for individual giro customers of Bank Victoria that can optimize the deposit of funds.

AUTO DEBIT

Is an auto debit facility of services reserved for customers in making transactions periodically, such as the payments of bills of electricity (PLN), telephones, water supplies (PAM), etc.

FOREIGN EXCHANGE BANK SERVICES

Bank Victoria provides transaction-related services in foreign currencies, including remittance transactions, international trade finance, treasury, and other interbank services.

REMITTANCE

Bank Victoria provides remittances in foreign currencies to customers to domestic accounts (incoming transfers) or overseas (outgoing transfers) to the destination in a timely and safe manner and is supported by a reliable system. At present, Bank Victoria serves money transfers with currencies of USD, EUR, SGD, JPY, and CNY.

TRADE FINANCE

International trade service (*trade finance*) is to provide services to business partners in carrying out Domestic Trade Transactions by using a Domestic Documented Letter of Credit (SKBDN) in Rupiah and Letter of Credit (L/C) in foreign currencies.

Supported by 91 Bank Victoria Branches throughout Indonesia, Bank Victoria is ready to help customers strengthen the customer's business position nationally.

Customer transactions will be dealt fast by experts who have experience in handling Domestic Trade Transactions. With an advanced technology-based application system, customers simply submit a transaction application and present documents through the nearest branch of Bank Victoria or directly to the International Banking Division at Head Office.

Service products in domestic trade include:

1. Issuance of SKBDN and L/C
2. Acceptance of SKBDN and L/C
3. *Collection*

Through the existing International Banking Division, customers will get Business Consultation services that can help customers around the issue of Domestic Trade by using SKBDN or international trade using L/C. In addition, Bank Victoria also provides Bank Guarantee services to Business Partners.

TREASURY DAN LAYANAN INTERBANK LAINNYA

Bank Victoria memberikan layanan jasa transaksi jual beli *bank notes* dengan mata uang USD, EUR, JPY, AUD, SGD, HKD dan CNY. Selain itu, Bank Victoria juga memberikan layanan berikan pelayanan terkait jual beli dan valuta asing dengan jenis Transaksi *Forward* dalam mata uang USD.

Produk Bank Devisa yang disediakan Bank Victoria sebagai berikut:

GIRO

VIP US DOLLAR

Produk giro dalam mata uang US Dollar dengan bunga menarik, dalam mendukung transaksi nasabah.

VIP SGD

Produk giro dalam mata uang Singapore Dollar dengan bunga menarik, dalam mendukung transaksi nasabah.

VIP EURO

Produk giro dalam mata uang Euro, dalam mendukung transaksi nasabah.

VIP JPY

Produk giro dalam mata uang Yen Jepang, dalam mendukung transaksi nasabah.

DEPOSITO

DEPOSITO US DOLLAR

Produk simpanan berjangka dengan mata uang US Dollar yang dapat digunakan untuk nasabah perorangan maupun badan hukum dengan jangka waktu 1 (satu) bulan, 3 (tiga) bulan, 6 (enam) bulan, atau 12 (dua belas) bulan, serta dapat memberikan bunga deposito yang sangat menarik kepada nasabah.

TREASURY AND OTHER INTERBANK SERVICES

Bank Victoria provides bank notes trading services with currencies of USD, EUR, JPY, AUD, SGD, HKD, and CNY. Furthermore, Bank Victoria also provides services related to trading and foreign currencies with a type of Forward Transaction in USD.

The foreign exchange bank products provided by Bank Victoria are as follows:

GIRO

VIP US DOLLAR

Is a giro product in US Dollar currency with an attractive interest, in supporting customer transactions.

VIP SGD

Is a giro product in Singapore Dollar currency with an attractive interest, in supporting customer transactions.

VIP EURO

Is a giro product in Euro currency, in supporting customer transactions.

VIP JPY

Is a giro product in Japanese Yen currency, in supporting customer transactions.

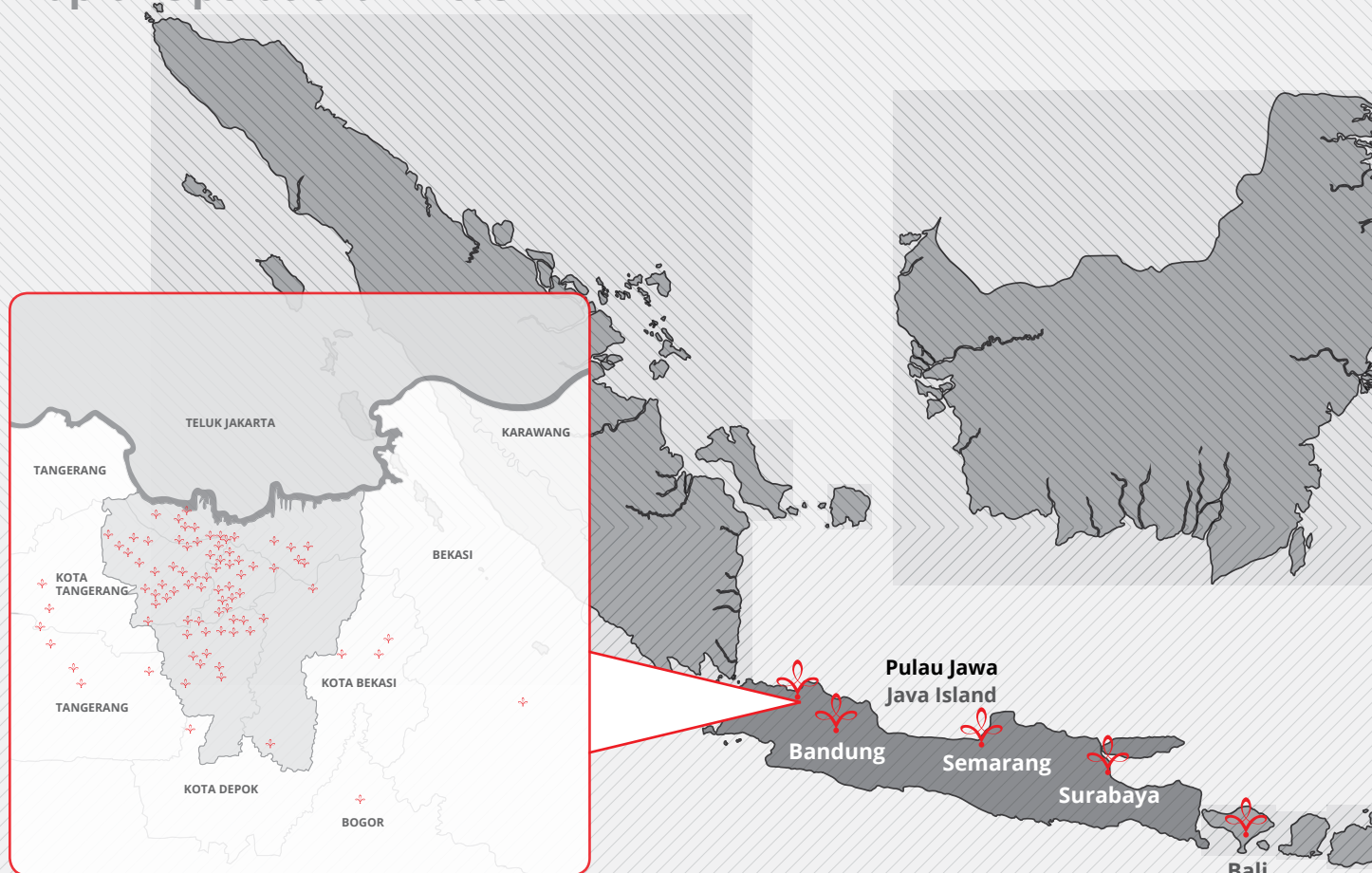
TIME DEPOSIT

US DOLLAR DEPOSIT

Is a time savings product in US Dollar currency that can be used for individual and legal entity customers with a period of 1 (one) month, 3 (three) months, 6 (six) months, 12 (twelve) months, and can give a very attractive deposit interest to customers.

Peta Wilayah Operasional

Map of Operational Areas

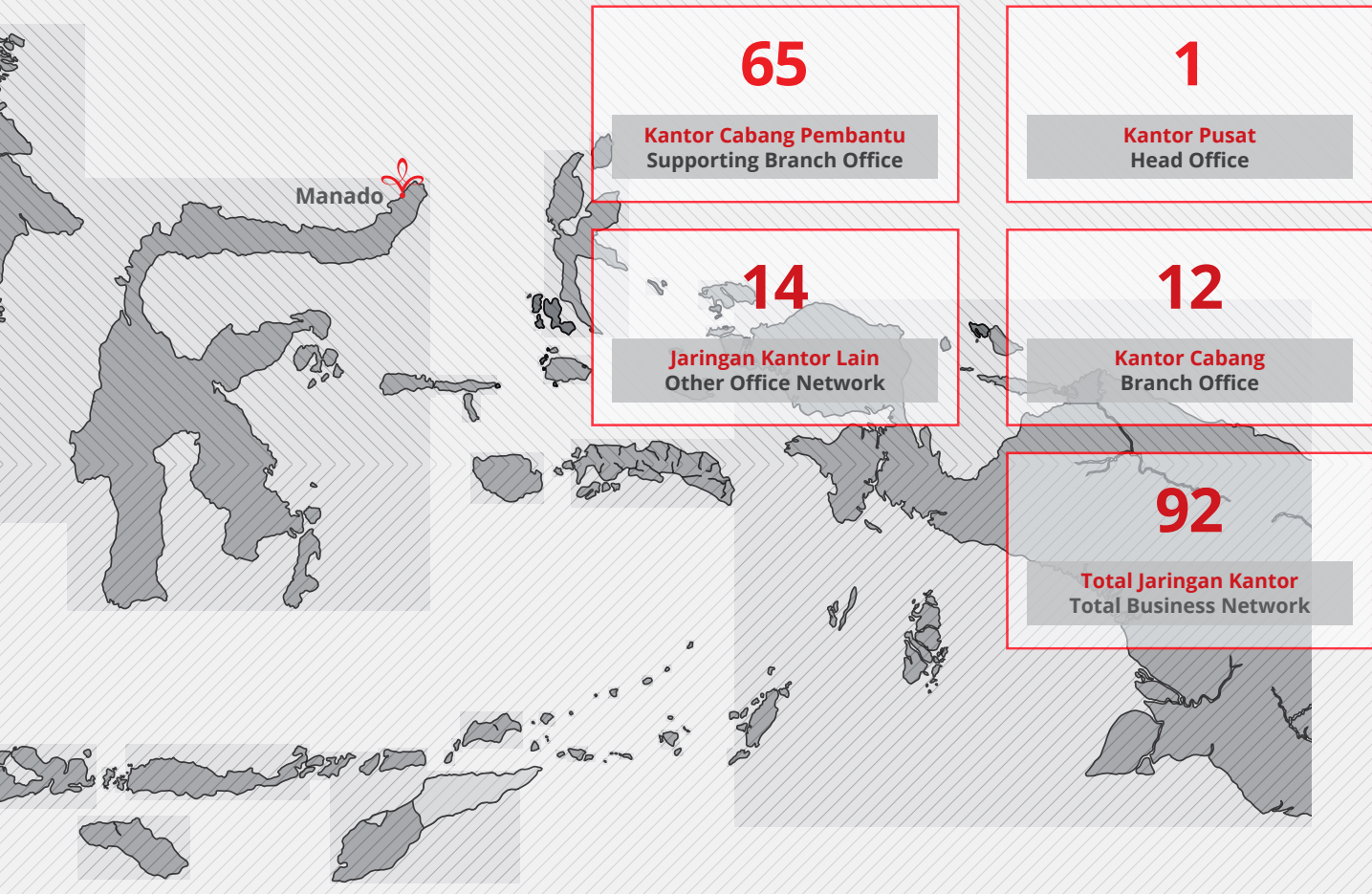


Sampai dengan tahun 2018, Bank Victoria memiliki 1 kantor pusat dan 91 jaringan kantor yang terdiri dari kantor cabang, kantor cabang pembantu, dan jaringan kantor lainnya, seperti kantor kas, *payment point*, dan kantor layanan kas.

Until 2018, Bank Victoria has 1 head office and 91 office networks consisting of branch offices, sub-branch offices, and other office networks, such as cash offices, payment points, and cash service offices.

Tabel Jaringan Kantor Tahun 2014 – 2018
Table of Office Network in 2014 – 2018

Kantor	2018	2017	2016	2015	2014	Office
Kantor Pusat	1	1	1	1	1	Head Office
Kantor Cabang	12	9	8	6	6	Branch Office
Kantor Cabang Pembantu	65	68	67	63	63	Sub-branch Offices
Jaringan Kantor Lain (Kantor Kas, <i>Payment Point</i> , dan lainnya)	14	27	27	32	32	Other Office Network (Cash Office, Payment Point, others)
TOTAL	92	105	103	102	102	TOTAL



Tabel Jaringan Kantor Per Wilayah Tahun 2018
Table of Office Network by Region in 2018

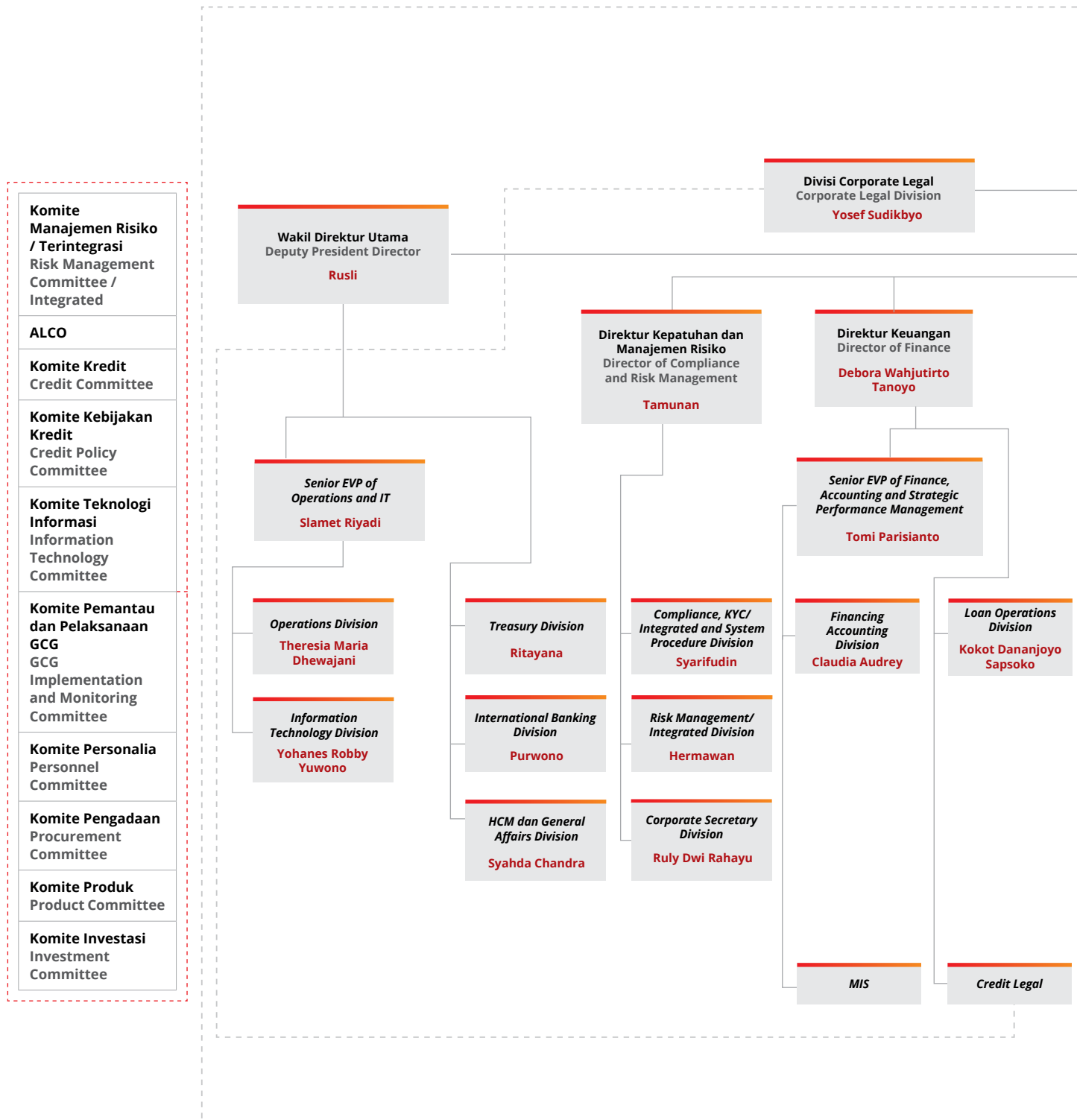
Wilayah	KC	KCP	KK	Total	Area
Jakarta Timur	-	2	-	2	East Jakarta
Jakarta Selatan	3	10	-	13	South Jakarta
Jakarta Utara	1	9	2	12	North Jakarta
Jakarta Barat	-	25	4	29	West Jakarta
Jakarta Pusat	1	9	5	15	Central Jakarta
Bekasi, Cibubur, dan sekitarnya	-	4	-	4	Bekasi, Cibubur, and the surrounding
Depok dan sekitarnya	-	1	-	1	Depok and the surrounding
Tangerang dan sekitarnya	-	5	2	7	Tangerang and the surrounding
Cabang Luar Kota	7	-	1	8	Out-of-Town Branch
TOTAL	12	65	14	91	Total

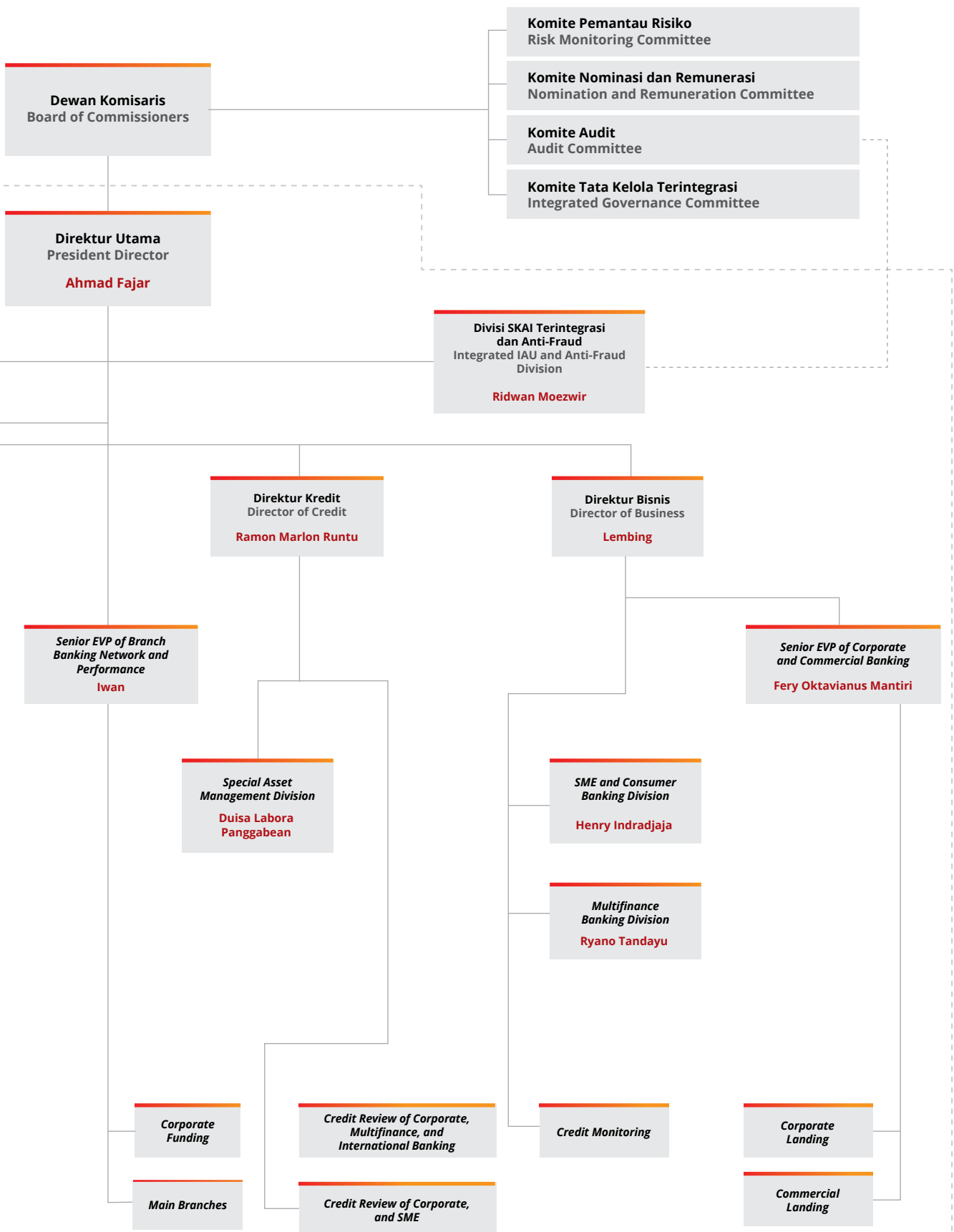
Struktur Organisasi

Organization Structure

Struktur Organisasi Bank Victoria berdasarkan Surat Keputusan Direksi No. 008/SK-DIR/12/18 tanggal 3 Desember 2018 tentang Perubahan Struktur Organisasi PT Bank Victoria International Tbk ditunjukkan sebagai berikut:

The Organizational Structure of Bank Victoria based on Decision Letter of the Board of Directors No. 008/SK-DIR/12/18 dated 3 December 2018 on the Change in the Organizational Structure of PT Bank Victoria International Tbk is shown as follows.





Visi, Misi, dan Budaya Perusahaan

Vision, Mission, And Corporate Culture

Visi dan Misi Bank Victoria sebagaimana telah disetujui oleh Dewan Komisaris dan Direksi bersamaan dengan persetujuan Rencana Bisnis Bank Periode Tahun 2019-2021 berdasarkan Surat Keputusan Direksi No. 004/SK-DIR/11/18 tanggal 30 November 2018 ditunjukkan dalam skema berikut:

Vision and Mission of Bank Victoria as approved by the Board of Commissioners and Board of Directors in conjunction with the approval of the Bank Business Plan for the Period of 2019-2021 based on the Board of Directors' Decree No. 105/SK-DIR/II/18 dated 30 November 2018 is shown in the following scheme.

Skema Visi, Misi dan Nilai Budaya Perusahaan

Chart of Vision, Mission, and Corporate Culture



VISI

"Menjadi Bank pilihan Nasabah yang terpercaya, sehat dan efisien"

Visi tersebut mengandung makna penting sebagai berikut:

- **Pilihan Nasabah:** Bank Victoria dikenal, dipercaya serta menjadi pilihan nasabah untuk memenuhi kebutuhan nasabah dalam mendapatkan produk dan layanan perbankan.
- **Terpercaya:** Bank Victoria berkomitmen menjadi bank yang bisa memberikan rasa aman dan kepastian bagi para nasabah, karyawan, pemegang saham dan *stakeholders* lainnya.
- **Sehat dan Efisien:** Bank Victoria mempunyai struktur modal yang kuat, kondisi keuangan yang sehat, serta didukung oleh operasional perbankan yang efisien.

VISION

"To become the Customers' preferred Bank which is trustworthy, sound and efficient."

The vision contains important meaning as follows.

- **Customers' Preferred:** Bank Victoria is recognized, trusted, and preferred by customers to fulfill their needs in obtaining banking products and services.
- **Trustworthy:** Bank Victoria is committed to be the bank that can provide security and certainty to the customers, human capital, Shareholders, and other stakeholders.
- **Sound and Efficient:** Bank Victoria has strong capital structure, sound financial condition, and is supported by efficient banking operation.

Dengan demikian, diharapkan Bank Victoria dapat menjadi bank pilihan nasabah yang dapat dipercaya oleh para nasabah, para *human capital*, pihak regulator, kalangan perbankan, baik nasional maupun internasional, para *business partner*, dan *stakeholders* lainnya, serta memiliki struktur modal yang kuat, kondisi keuangan yang sehat, dan didukung oleh operasional perbankan yang efisien.

MISI

Bank Victoria menjelaskan misinya dengan menggunakan pendekatan pada 4 (empat) kelompok yang berkaitan langsung dengan pelaksanaan aktivitas operasionalnya, yaitu:

- **Customers**
Senantiasa berupaya memenuhi kebutuhan nasabah, membina hubungan yang baik dengan nasabah, serta memberi layanan yang terbaik kepada para nasabah.
- **People**
Mengembangkan sumber daya manusia yang profesional, berprinsip dan berdedikasi untuk memberikan layanan serta memenuhi kebutuhan nasabah.
- **Operations**
Menjalankan operasional perbankan dengan menerapkan prinsip kehati-hatian secara efisien dan berkesinambungan.
- **Risk Management**
Melakukan pengelolaan risiko dan keuangan secara hati-hati serta konsisten dan senantiasa menerapkan prinsip-prinsip *Good Corporate Governance*.

REVIEW VISI DAN MISI OLEH DEWAN KOMISARIS DAN DIREKSI

Dalam rangka memastikan relevansi Visi dan Misi Bank dengan perkembangan usaha saat ini dan tujuan pengembangan di masa yang akan datang, Dewan Komisaris dan Direksi secara berkala melakukan *review* terhadap Visi dan Misi Bank. Pada tahun 2018, *review* Visi dan Misi telah dilakukan sebagai bagian yang tidak terpisahkan dari analisis dan telaah terhadap Rencana Bisnis Bank Periode Tahun 2019 - 2021.

Therefore, it is expected that Bank Victoria can be the bank of customers' choice that is trusted by its customers, the human capital, the regulators, national and international banks, business partners, and other stakeholders, as well as having strong capital structure, sound financial conditions, and is supported by efficient banking operation.

MISSION

Bank Victoria explains its mission by using an approach to 4 (four) groups that are directly related to the implementation of its operational activities, which are:

- **Customers**
Always attempt to fulfill the customers' needs, to develop good relationship with the customers, as well as to provide the best services for the customers.
- **People**
Develop professional, principled, and dedicated human resources to provide services and fulfill the customers' needs.
- **Operations**
Conduct banking operation by applying prudent principles efficiently and continually.
- **Risk Management**
Implement risk and finance management in a prudent manner, and consistently and continually implement Good Corporate Governance principles.

REVIEW OF VISION AND MISSION BY THE BOARD OF COMMISSIONERS AND DIRECTORS

In order to ensure the relevance of the Bank's Vision and Mission with the current business development and future development objectives, the Board of Commissioner and Directors periodically review the Bank's Vision and Mission. In 2018, the Vision and Mission review was conducted as an integral part of the analysis and study of the Bank Business Plan for the Period of 2019 - 2021.

Nilai Budaya Perusahaan

Corporate Values

Discipline

Seluruh *human capital* bank tanpa terkecuali harus memiliki sikap disiplin yang tinggi, baik disiplin terhadap waktu, target kerja, pengendalian biaya dan lain-lain.



Discipline

All human capital without exception must have high discipline attitude, towards time, work targets, and cost control etc.

Accountable

Dalam rangka penerapan *Good Corporate Governance* yang berkesinambungan, seluruh *human capital* memiliki tugas dan tanggung jawab yang spesifik terhadap bidang tugasnya masing-masing. Tanggung jawab ini tidak hanya sebatas terhadap atasan (*supervisor*) dari *human capital* terkait, namun juga harus memiliki tanggung jawab kepada seluruh *stakeholders* dari Bank Victoria (tanggung jawab publik).



Accountable

In order to implement sustainable Good Corporate Governance, all human capital have each of their specific duties and responsibilities. This accountability is not only limited to the accountability to the supervisor of the related human capital, but also the employee must have accountability to all stakeholders of Bank Victoria (accountability for the public).

Honest

Kejujuran menjadi landasan budaya kerja yang sangat penting bagi setiap perusahaan, terlebih perusahaan yang bergerak dalam bidang keuangan, seperti Bank.



Honest

Honesty becomes a crucial foundation of work culture for each company, especially for a company engaging in financial sector such as Bank.

Solid, Sustain

Kekompakkan dalam arti positif antar bagian/divisi menjadi syarat mutlak untuk dapat menjaga pertumbuhan bisnis dari Bank yang berkesinambungan (*sustainable growth*).



Solid, Sustain

Cohesiveness in a positive meaning between department/division becomes the absolute requirement in order to maintain sustainable growth of the Bank.

Youthful Spirit

Seiring dengan era globalisasi dan juga perkembangan ilmu dan teknologi yang sangat dinamis saat ini, semangat/jiwa muda dalam setiap kepribadian human capital menjadi keharusan agar Bank dapat terus berkembang dalam menjalankan aktivitas operasionalnya.



Youthful Spirit

In line with the globalization era and also dynamic development of science and technology nowadays, the spirit/youth spirit in the personality of each human capital of the Bank is a must, so that the Bank can continue to develop in carrying out its operating activities.

Accurate

Sebagai lembaga keuangan dan juga perusahaan terbuka, keakuratan data terkait dengan penyebaran informasi, baik formal maupun informal, sudah menjadi suatu kewajiban dari Bank untuk dipenuhi.



Accurate

As a financial institution and also a public company, accurate data related to dissemination of information both formal and informal has become an obligation of the bank to satisfy.

Trust

Bank merupakan lembaga kepercayaan bagi para nasabah untuk menyimpan dana. Untuk itu, unsur kepercayaan (*trust*) wajib menjadi nilai budaya yang harus melekat pada seluruh *human capital* Bank Victoria.



Trust

Bank is a trustworthy institution for its customers in keeping their funds. Therefore, the element of trust must be the corporate culture embedded within all human capital of Bank Victoria.

Profil Dewan Komisaris

Profile of the Board of Commissioners



OLIVER SIMORANGKIR

Komisaris Utama
President Commissioner

Warga Negara Indonesia, lahir di Tarutung, saat ini berusia 68 tahun dan berdomisili di Jakarta. Beliau memperoleh gelar Sarjana Ekonomi Akuntansi dari Universitas Indonesia pada tahun 1980. Selain itu, juga memiliki sertifikasi di bidang manajemen risiko level 5 dari Lembaga Sertifikasi Profesi Perbankan.

Memulai karir di PT Bank Niaga Tbk. Sebagai *Officer Development Program* (ODP) tahun 1980-1981, *Sub Manager Staff Internal Auditor* tahun 1981-1983, *Assistant Manager - Department Head of Credit Administration* Cabang Utama Jakarta tahun 1983-1985, Kepala Divisi Operasional Cabang Utama Jakarta tahun 1985-1987, Senior Manager - Wakil Pimpinan Cabang Thamrin tahun 1987-1988, *Assistant Vice President - Manager in Charge Sentralisasi* Operasional Wilayah Jakarta tahun 1988-1989, *Vice President* Operasional - *Manager in Charge* Wilayah Jakarta tahun 1990-1994, *Group Head Operation System and Procedure Head Office* tahun 1994 - 1998, *Group Head Corporate Planning and Accounting Control Head Office* tahun 1998-2000, *Senior Vice President - Internal Audit Head* 2000-2001, serta *Senior Vice President - General Manager Internal Audit* PT Bank Permata Tbk tahun 2001-2005. Beliau mengawali karir di Bank Victoria, sebagai Direktur Kepatuhan dan Manajemen Risiko tahun 2005-2008 dan sebagai Direktur Operasi dan Sistem tahun 2008-2015.

Diangkat sebagai Komisaris Utama untuk pertama kali sejak 2015 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan No. 23 tanggal 20 Oktober 2015 dan dinyatakan kembali dengan Akta Pernyataan Keputusan RUPS Luar Biasa Nomor 8 tanggal 01 Maret 2019 dan telah lulus *fit and proper* test OJK pada tanggal 15 September 2015.

Periode jabatan pertama sebagai Dewan Komisaris Utama adalah pada tanggal 26 Juni 2015 sampai dengan 24 Juni 2016. Periode jabatan kedua pada tanggal 24 Juni 2016 sampai dengan ditutupnya RUPS Tahunan untuk tahun 2018 yang diadakan pada tahun 2019.

Selain menjabat sebagai Komisaris Utama, saat ini beliau juga menjabat anggota Komite Pemantau Risiko di Bank Victoria sejak Juli 2015. Namun, beliau tidak menjabat di perusahaan maupun lembaga lain. Beliau juga tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau tidak memiliki saham di Bank Victoria.

Indonesian citizen, born in Tarutung, currently 68 years old, and domiciled in Jakarta. He obtained Bachelor of Economic-Accounting from Universitas Indonesia in 1980. In addition, he also has Level 5 Risk Management Certification from Banking Professional Certification Institute.

He started his career at PT Bank Niaga Tbk. as Officer Development Program (ODP) in 1980-1981, Sub Manager of Internal Auditor Staff in 1981-1983, Assistant Manager - Department of Head of Credit Administration Jakarta Main Branch in 1983-1985, Head of Operational Division of Jakarta Main Branch in 1985-1987, Senior Manager - Deputy Head of Thamrin Branch in 1987-1988, Assistant Vice President - Manager in Charge of Centralization of Jakarta Operational Region in 1988-1989, Vice President of Operations - Manager in Charge of Jakarta Region in 1990-1994, Group Head of Operation System and Procedure of Head Office in 1994-1998, Group Head of Corporate Planning and Accounting Control of Head Office in 1998-2000, Senior Vice President - Internal Audit Head 2000-2001, serta Senior Vice President - General Manager Internal Audit PT Bank Permata Tbk tahun 2001-2005. He began his career at Bank Victoria, as Director of Compliance and Risk Management in 2005-2008 and as Director of Operations and Systems in 2008-2015.

He was first appointed as President Commissioner in 2015 based on the Deed of Resolution Statement of the Annual General Meeting of Shareholders No. 23 dated 20 October 2015 and re-stated in the Deed of Resolution Statement of Extraordinary GMS No. 8 dated 01 March 2019, and has passed FSA' fit and proper test on 15 September 2019.

The first term of office as the Board's President Commissioner was from 26 June 2015 to 24 June 2016. The second term of office was from 24 June 2016 to the closing of the Annual GMS 2018, which will be held in 2019.

In addition to serving as President Commissioner, he currently also serves as member of the Risk Monitoring Committee at Bank Victoria since July 2015. However, he does not hold any position in other company or institution. He does not have affiliation relationship with other members of Board of Commissioners, members of Board of Directors, and Main and Controlling Shareholders, either. He does not have shares of Bank Victoria.

**GUNAWAN TENGGAHARDJA****Komisaris Independen
Independent Commissioner**

Warga Negara Indonesia, lahir di Malang, saat ini berusia 63 tahun; berdomisili di Jakarta. Beliau meraih gelar Sarjana Teknik Sipil dari Institut Teknologi Bandung pada tahun 1981. Selain itu, juga memiliki sertifikasi di bidang manajemen risiko level 5 dari Lembaga Sertifikasi Profesi Perbankan.

Memulai karir di Schlumberger OSA sebagai *International Field Engineer* 1 pada tahun 1982-1984. Pada tahun 1985-1988, beliau menjabat sebagai *Assistant Manager* di PT Bank Bali. Selanjutnya, beliau menjabat sebagai *General Manager* PT Sampoerna Transport Nusantara tahun 1989-1992 dan menjabat sebagai Direktur Eksekutif pada PT Duta Pertiwi Tbk. tahun 1992-1996. Pada tahun 1996-1998, beliau menjabat sebagai Direktur di PT Bhuwanatala Indah Permai Tbk. Beliau juga pernah menjabat sebagai Komisaris Utama PT Sigma Karya Sempurna (Bali Camp) pada tahun 1998-2004 dan mengawali karir di Bank Victoria sebagai Komisaris sejak tahun 2003 dan pada tahun 2007 beliau merangkap sebagai Komisaris Independen.

Beliau diangkat pertama kali sebagai Komisaris berdasarkan Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa No. 79 tanggal 28 April 2003. Pada tahun 2007, beliau diangkat kembali sebagai Komisaris merangkap Komisaris Independen Bank Victoria berdasarkan Akta Berita Acara RUPS Luar Biasa Nomor 48 tanggal 19 Desember 2007, Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan No. 82 tanggal 25 Juni 2010 yang dinyatakan kembali dengan Akta Pernyataan Kembali Rapat Umum Pemegang Saham Tahunan No. 24 tanggal 21 Oktober 2010, serta berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan No. 41 tanggal 17 Oktober 2013 dan dinyatakan kembali dengan Akta Pernyataan Keputusan RUPS Luar Biasa Nomor 8 tanggal 01 Maret 2019 dan telah lulus *fit and proper* test OJK pada tanggal 22 April 2003.

Periode jabatan pertama sebagai Dewan Komisaris Independen pada tanggal 19 Desember 2007 sampai dengan 25 Juni 2010. Periode jabatan kedua pada tanggal 25 Juni 2010 sampai dengan 28 Juni 2013. Periode ketiga pada tanggal 28 Juni 2013 sampai dengan 24 Juni 2016. Periode keempat pada tanggal 24 Juni 2016 sampai dengan ditutupnya RUPS Tahunan untuk tahun 2018 yang diadakan pada tahun 2019.

Selain menjabat sebagai Komisaris Independen di Bank Victoria, saat ini beliau juga menduduki posisi di Bank Victoria sebagai Ketua Komite Nominasi dan Remunerasi sejak tahun 2012 dan Ketua Komite Audit sejak tahun 2015. Beliau juga sedang menjabat sebagai Komisaris Independen PT Jakarta Setiabudi International Tbk sejak tahun 2004. Beliau tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau tidak memiliki saham di Bank Victoria.

Indonesian citizen, born in Malang, currently 63 years old, domiciled in Jakarta. He earned a Bachelor of Civil Engineering from Bandung Institute of Technology in 1981. In addition, he also has Level 5 Risk Management Certification from Banking Professional Certification Institute.

Started his career at Schlumberger OSA as International Field Engineer 1 in 1982-1984. In 1985-1988, he served as Assistant Manager at PT Bank Bali. Furthermore, he served as General Manager of PT Sampoerna Transport Nusantara in 1989-1992 and served as Executive Director at PT Duta Pertiwi Tbk. in 1992-1996. In 1996-1998, he served as Director at PT Bhuwanatala Indah Permai Tbk. He also served as President Commissioner of PT Sigma Karya Sempurna (Bali Camp) in 1998-2004 and began his career at Bank Victoria as Commissioner since 2003 and in 2007 he concurrently served as an Independent Commissioner.

He was first appointed as Commissioner based on the Resolution Statement of the Extraordinary General Meeting of Shareholders No. 79, dated 28 April 2003. In 2007, he was reappointed as Commissioner concurrently Independent Commissioner of Bank Victoria based on the Deed of Minutes of Extraordinary GMS No. 48 dated 19 December 2007, Deed of Resolution Statement of Annual General Meeting of Shareholders No. 82 dated 25 June 2010 which was restated with the Deed of Restatement of the Annual General Meeting of Shareholders No. 24 dated 21 October 2010, and based on the Deed of Resolution Statement of the Annual General Meeting of Shareholders No. 41 dated 17 October 2013 and re-stated in the Deed of Resolution Statement of Extraordinary GMS No. 8 dated 01 March 2019, and passed FSA' fit and proper test on 22 April 2003.

The first term of office as the Board's Independent Commissioner was from 19 December 2007 to 25 June 2010. The second term of office was from 25 June 2010 to 28 June 2013. The third term of office was from 28 June 2013 to 24 June 2016. The fourth term of office was from 24 June 2016 to the closing of the Annual GMS 2018, which will be held in 2019.

In addition to serving as an Independent Commissioner at Bank Victoria, he concurrently serves as Chairman of Nomination and Remuneration Committee since 2012 and Chair of Audit Committee since 2015. He also serves as Independent Commissioner of PT Jakarta Setiabudi International Tbk since 2004. He has no affiliation relationship with other members of Board of Commissioners, members of Board of Directors, and Main and Controlling Shareholders. He does not have shares of Bank Victoria.

**ZAENAL ABIDIN, PhD****Komisaris Independen
Independent Commissioner**

Warga Negara Indonesia, lahir di Sukabumi, saat ini berusia 55 tahun dan berdomisili di Depok, Jawa Barat. Beliau menamatkan pendidikan pada Fakultas Ekonomi dari Universitas Islam Indonesia, Yogyakarta pada tahun 1987. Memperoleh gelar Master Manajemen dari ASIAN Institute of Management (AIM), Filipina pada tahun 1997 dan memperoleh gelar *Doctor of Philosophy* dari Santo Tomas University, Filipina pada tahun 2006. Selain itu, juga memiliki sertifikasi di bidang manajemen risiko level 2 dari Badan Sertifikasi Manajemen Risiko dan sertifikasi di bidang kepatuhan perbankan dari Badan Nasional Sertifikasi Profesi.

Memulai karir perbankan sebagai *Pro Manager Treasury* dan Analisa di Bidang Dana Perbankan pada tahun 1989-1992 di Bank Summa. Beliau juga sebagai pengajar pada Perbanas Institute sejak tahun 1993 hingga saat ini, serta Dosen STIE IBS sejak tahun 2013 sampai sekarang. Selain itu, beliau juga aktif sebagai Koordinator Staf Khusus Bidang Riset Asosiasi Perbanas sejak tahun 2011-2012 dan sebagai peneliti senior GCG pada *Indonesia Institute Corporate Governance* periode 2008 sd 2018 serta sebagai Asesor Manajemen Risiko Pasar Modal dari tahun 2016 sampai sekarang.

Beliau diangkat pertama kali sebagai Komisaris merangkap Komisaris Independen berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan No. 22 tanggal 8 Oktober 2012 dan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan No. 41 tanggal 17 Oktober 2013 dan dinyatakan kembali dengan Akta Pernyataan Keputusan RUPS Luar Biasa Nomor 8 tanggal 01 Maret 2019 dan telah lulus *fit and proper test* OJK pada tanggal 27 September 2012.

Periode jabatan pertama sebagai Dewan Komisaris Independen pada tanggal 29 Juni 2012 sampai dengan 28 Juni 2013. Periode jabatan kedua pada tanggal 28 Juni 2013 sampai dengan 24 Juni 2016. Periode ketiga pada tanggal 24 Juni 2016 sampai dengan ditutupnya RUPS Tahunan untuk tahun 2018 yang diadakan pada tahun 2019.

Selain menjabat sebagai anggota Komisaris Perseroan, beliau juga menduduki posisi sebagai Ketua Komite Pemantau Risiko di Bank Victoria sejak tahun 2013 dan Ketua Komite Tata Kelola Terintegrasi Grup Victoria sejak tahun 2015. Selain menjabat sebagai pengajar dan peneliti, saat ini beliau tidak menjabat di perusahaan lain. Beliau juga tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau tidak memiliki saham di Bank Victoria.

Indonesian citizen, born in Sukabumi, currently 55 years old, domiciled in Depok, West Java. He completed his education at Faculty of Economics of Universitas Islam Indonesia, Yogyakarta in 1987. He obtained his Master of Management from ASIAN Institute of Management (AIM), the Philippines in 1997 and obtained his Doctor of Philosophy degree from Santo Tomas University, the Philippines in 2006. In addition, he also holds Level 2 Risk Management Certification from the Risk Management Certification Agency and certification in banking compliance from the National Professional Certification Agency.

He started his banking career as Treasury and Analysis Pro Manager in Banking Funds at Bank Summa in 1989-1992. He is also a lecturer at Perbanas Institute since 1993 until now, and at STIE IBS since 2013 until now. In addition, he is also active as Staff Coordinator, Specially in Research of Perbanas Association in 2011-2012, as a senior GCG researcher at the Indonesia Institute of Corporate Governance in the period of 2008 to 2018, and as a Capital Market Risk Management Assessor from 2016 until now.

He was first appointed as Commissioner concurrently Independent Commissioner based on the Deed of Resolution Statement of the Annual General Meeting of Shareholders No. 22 dated 8 October 2012, and Deed of Resolution Statement of the Annual General Meeting of Shareholders No. 41 dated 17 October 2013, and re-stated in the Deed of Resolution Statement of Extraordinary GMS No. 8 dated 01 March 2019, and passed FSA' fit and proper test on 27 September 2012.

The first term of office as the Board's Independent Commissioner was from 29 June 2012 to 28 June 2013. The second term of office was from 28 June 2013 to 24 June 2016. The third term of office was from 24 June 2016 to the closing of the Annual GMS 2018, which will be held in 2019.

In addition to serving as a member of the Company's Commissioners, he also serves as Chairman of Risk Monitoring Committee in Bank Victoria since 2013 and Chairman of Victoria Group's Integrated Governance Committee since 2015. In addition to being a lecturer and researcher, he currently does not hold any other positions in other companies. He does not have affiliation relationship with other members of Board of Commissioners, members of Board of Directors, and Main and Controlling Shareholders, either. He does not have shares of Bank Victoria.

Profil Direksi

Profile of the Board of Directors



Warga Negara Indonesia, lahir di Solo, saat ini berusia 52 tahun, berdomisili di Jakarta. Meraih gelar Sarjana Ekonomi Pertanian dari IPB, Bogor, pada tahun 1988 dan Magister Keuangan dari program MM Universitas Padjajaran Bandung tahun 2000 (*cum laude*) yang mempunyai pengalaman di bidang perbankan selama 29 tahun. Selain itu, juga memiliki sertifikasi di bidang manajemen risiko level 5 dari Lembaga Sertifikasi Profesi Perbankan.

Mengawali karir di Bank Bumi Daya (BBD) sebagai Analis, mengelola pengembangan jaringan kantor dan kemudian banyak berkecimpung di bidang *Treasury*, yaitu sebagai *Foreign Exchange Dealer*, *Money Market Dealer*, *Corporate Sales*, *Derivatives Dealer*. Pada saat BBD merger menjadi Bank Mandiri, Beliau bergabung dengan *Treasury Group* PT Bank Mandiri (Persero) setelah menyelesaikan tugas belajar di tahun 1999. Jabatan terakhir di Bank Mandiri adalah *Vice President* sebagai *Head of Fixed Income* dan *Capital Market, Treasury Group*.

Tahun 2008 hingga Desember 2013, beliau menjabat sebagai Direktur *Treasury & International Banking* di PT Bank Mutiara Tbk, kemudian menjabat sebagai Direktur Utama PT Bank Mutiara Tbk, sejak tahun 2014 sampai dengan tahun 2016 beliau menjabat sebagai Direktur Utama di PT Bank JTrust Indonesia Tbk. Kemudian, beliau menjabat sebagai Komisaris PT Bank JTrust Indonesia Tbk sejak April 2018 sampai dengan Desember 2016.

Diangkat pertama kali sebagai Direktur Utama berdasarkan Akta Rapat Umum Pemegang Saham Tahunan 2018 dan dinyatakan kembali dengan Akta Pernyataan Keputusan RUPS Luar Biasa Nomor 8 tanggal 01 Maret 2019 dan telah lulus *fit and proper test* OJK pada tanggal 30 Oktober 2018.

Periode jabatan pertama sebagai Direktur Utama pada tanggal 18 Mei 2018 sampai dengan ditutupnya RUPS Tahunan untuk tahun 2018 yang diadakan pada tahun 2019.

Saat ini beliau tidak sedang menjabat di perusahaan maupun lembaga lain. Beliau juga tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi lainnya, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau tidak memiliki saham di Bank Victoria.

Indonesian citizen, born in Solo, currently 52 years old, domiciled in Jakarta. He obtained a Bachelor of Agriculture Economics from IPB, Bogor, in 1988 and a Master's in Finance from MM program of Padjajaran University Bandung in 2000 (*cum laude*) who has 29 years of experience in banking. In addition, he also has Level 5 Risk Management Certification from Banking Professional Certification Institute.

Starting his career at Bank Bumi Daya (BBD) as an Analyst, managing office network development and then involved in Treasury sector, as a Foreign Exchange Dealer, Money Market Dealer, Corporate Sales, Derivatives Dealer. When BBD merged to become Bank Mandiri, he joined the Treasury Group of PT Bank Mandiri (Persero) after completing his study in 1999. His last position in Bank Mandiri was Vice President as Head of Fixed Income and Capital Market, Treasury Group.

From 2008 to December 2013, he served as Director of Treasury & International Banking of PT Bank Mutiara Tbk, then served as President Director of PT Bank Mutiara Tbk, from 2014 to 2016 he served as President Director of PT Bank JTrust Indonesia Tbk. Then, he served as Commissioner of PT Bank JTrust Indonesia Tbk from April 2018 to December 2016.

He was first appointed as the President Director based on the Deed of Annual General Meeting of Shareholders 2018, and re-stated in the Deed of Resolution Statement of Extraordinary GMS No. 8 dated 01 March 2019, and passed FSA' fit and proper test on 30 October 2018.

The first term of office as the President Director was from 18 May 2018 to the closing of the Annual GMS 2018, which will be held in 2019.

Currently, he does not hold any position in other company or institution. He does not have affiliation relationship with members of Board of Commissioners, other members of Board of Directors, and Main and Controlling Shareholders, either. He does not have shares of Bank Victoria.

**RUSLI****Wakil Direktur Utama
Deputy President Director**

Warga Negara Indonesia, lahir di Tebing Tinggi, saat ini berusia 48 tahun; berdomisili di Jakarta. Beliau meraih gelar Insinyur dari Universitas Trisakti pada tahun 1993. Selain itu, juga memiliki sertifikasi di bidang manajemen risiko level 5 dari Badan Sertifikasi Manajemen Risiko.

Mengawali karir di dunia perbankan pada tahun 1992, dengan menduduki jabatan strategis di PT Bank QNB Indonesia Tbk (d/h PT Bank QNB Kesawan Tbk) diantaranya *Head of Treasury* pada tahun 2000-2002, Direktur *Treasury* pada tahun 2002-2009, Direktur Bisnis pada tahun 2009-2012, Direktur Operasional pada tahun 2012-2016.

Diangkat pertama kali sebagai Direktur Operasi dan Sistem berdasarkan Akta Berita Acara Rapat Umum Pemegang Saham Luar Biasa No. 40 tanggal 29 Februari 2016. Diangkat sebagai Wakil Direktur Utama Bank Victoria berdasarkan dan dinyatakan kembali dengan Akta Pernyataan Keputusan RUPS Luar Biasa Nomor 8 tanggal 01 Maret 2019 dan telah lulus *fit and proper test* OJK pada tanggal 16 Mei 2016.

Periode jabatan pertama sebagai Wakil Direktur Utama pada tanggal 24 Juni 2016 sampai dengan ditutupnya RUPS Tahunan untuk tahun 2018 yang diadakan pada tahun 2019.

Saat ini beliau tidak sedang menjabat di perusahaan maupun lembaga lain. Beliau juga tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi lainnya, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau tidak memiliki saham di Bank Victoria.

Indonesian citizen, born in Tebing Tinggi in 1971, currently 48 years old, domiciled in Jakarta. He obtained an Engineering degree from Trisakti University in 1993. In addition, he also has Level 5 Risk Management Certification from Banking Professional Certification Institute.

Started his career in the banking world in 1992, by holding strategic positions at PT Bank QNB Indonesia Tbk (d/h PT Bank QNB Kesawan Tbk) among others Head of Treasury in 2000-2002, Director of Treasury in 2002-2009, Director of Business in 2009-2012, Director of Operations in 2012-2016.

First appointed as Director of Operations and System based on the Deed of Minutes of the Extraordinary General Meeting of Shareholders No. 40 dated 29 February 2016. He was appointed as Vice President Director of Bank Victoria based on and re-stated in the Deed of Resolution Statement of Extraordinary GMS No. 8 dated 01 March 2019, and passed FSA' fit and proper test on 16 May 2016.

The first term of office as the Deputy President Director was from 24 June 2016 to the closing of the Annual GMS 2018, which will be held in 2019.

Currently, he does not hold any position in other company or institution. He does not have affiliation relationship with members of Board of Commissioners, other members of Board of Directors, and Main and Controlling Shareholders, either. He does not have shares of Bank Victoria.

**TAMUNAN****Direktur Kepatuhan dan Manajemen Risiko
Director of Compliance and Risk Management**

Warga Negara Indonesia, lahir di Banjarmasin, saat ini berusia 53 tahun; berdomisili di Jakarta. Beliau meraih gelar Sarjana Ekonomi bidang Akuntansi dari Universitas Lambung Mangkurat, Banjarmasin pada tahun 1990 dan Master Manajemen bidang Manajemen Risiko dari Universitas Indonesia, Jakarta pada tahun 2008. Selain itu, juga memiliki sertifikasi di bidang manajemen risiko level 5 dari Lembaga Sertifikasi Profesi Perbankan.

Beliau memulai karirnya sebagai Staf Audit di KAP Drs. Santoso, Banjarmasin tahun 1987-1988, kemudian bergabung sebagai Kepala Bagian Administrasi dan Umum di PT Winduintan Deltatama (Muda Jaya Group), Banjarmasin tahun 1988-1990. Beliau memulai kiprah dibidang perbankan di Bank Andromeda dengan jabatan terakhir sebagai Kepala Kantor Bank Andromeda di Gedung Bimantara, Jakarta tahun 1990-1997. Beliau kemudian berkarir sebagai Kepala Kantor Bank Alfa di Menara Kebon Sirih, Jakarta tahun 1997-1999 dan menjabat sebagai Staf Badan Penyehatan Perbankan Nasional (BPPN) bulan April-September 1999. Beliau juga pernah menduduki jabatan sebagai Manajer Operasional PT Victoria Sekuritas pada tahun 1999-2001 dan *Head of Operation and Compliance* PT Mahastra Capital tahun 2001-2003.

Diangkat pertama kali sebagai pejabat eksekutif hingga tahun 2007. Tahun 2007-2008 beliau menjabat sebagai Direktur Operasi. Sejak tahun 2008 hingga saat ini beliau menjabat sebagai Direktur Kepatuhan yang membawahi Direktorat Kepatuhan dan Manajemen Risiko berdasarkan Akta Berita Acara Rapat Umum Pemegang Saham Tahunan No. 109 tanggal 27 Juni 2008 dan dinyatakan kembali dengan Akta Pernyataan Keputusan RUPS Luar Biasa Nomor 8 tanggal 01 Maret 2019 dan telah lulus *fit and proper test* OJK pada tanggal 24 Maret 2009.

Periode jabatan pertama sebagai Direktur Kepatuhan dan Manajemen Risiko pada tanggal 27 Juni 2008 sampai dengan 25 Juni 2010. Periode jabatan kedua pada tanggal 25 Juni 2010 sampai dengan 28 Juni 2013. Periode jabatan ketiga pada tanggal 28 Juni 2013 sampai dengan 24 Juni 2016. Periode keempat pada tanggal 24 Juni 2016 sampai dengan ditutupnya RUPS Tahunan untuk tahun 2018 yang diadakan pada tahun 2019.

Saat ini beliau tidak sedang menjabat di perusahaan maupun lembaga lain. Beliau juga tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi lainnya, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau tidak memiliki saham di Bank Victoria.

Indonesian citizen, born in Banjarmasin in 1965, currently 53 years old, domiciled in Jakarta. He obtained a Bachelor of Economics in Accounting from Lambung Mangkurat University, Banjarmasin in 1990, and a Master of Management in Risk Management from Universitas Indonesia, Jakarta in 2008. In addition, he also has Level 5 Risk Management Certification from Banking Professional Certification Institute.

He started his career as Audit Staff of KAP Drs. Santoso, Banjarmasin in 1987-1988, then, joined as Head of Administration and General Affairs Department of PT Winduintan Deltatama (Muda Jaya Group), Banjarmasin in 1988-1990. He began his work in banking field at Bank Andromeda with his last position as Head of Bank Andromeda's Office in Bimantara Building, Jakarta in 1990-1997. He then worked as Head of Bank Alfa Office in Menara Kebon Sirih, Jakarta in 1997-1999 and served as Staff of the Indonesian Bank Restructuring Agency (IBRA) in April-September 1999. He also held the position of Operational Manager of PT Victoria Securities in 1999-2001 and Head of Operation and Compliance of PT Mahastra Capital in 2001-2003.

First appointed as an executive officer until 2007. In 2007-2008, he served as Director of Operations. Since 2008 until now, he has served as the Director of Compliance who oversees the Directorate of Compliance and Risk Management based on the Deed of Minutes of Annual General Meeting of Shareholders No. 109 dated 27 June 2008, and re-stated in the Deed of Resolution Statement of Extraordinary GMS No. 8 dated 01 March 2019, and passed FSA' fit and proper test on 24 March 2009.

The first term of office as the Director of Compliance and Risk Management was from 27 June 2008 to 25 June 2010. The second term of office was from 25 June 2010 to 28 June 2013. The third term of office was from 28 June 2013 to 24 June 2016. The fourth term of office was from 24 June 2016 to the closing of the Annual GMS 2018, which will be held in 2019.

Currently, he does not hold any position in other company or institution. He does not have affiliation relationship with members of Board of Commissioners, other members of Board of Directors, and Main and Controlling Shareholders, either. He does not have shares of Bank Victoria.



LEMBING
Direktur Bisnis
Director of Business

Warga Negara Indonesia, lahir di Pekanbaru, saat ini berusia 54 tahun, berdomisili di Jakarta. Meraih gelar Bachelor Economy, Universitas Tarumanegara tahun 1989. Selain itu, juga memiliki sertifikasi di bidang manajemen risiko level 5 dari Lembaga Sertifikasi Profesi Perbankan.

Mengawali karir sebagai Export Import Staff di Golden Dragon tahun 1988-1989. Tahun 1989-2008 beliau berkiprah di Bank Lippo dimana jabatan terakhir sebagai Kepala Wilayah Jakarta dan Kalimantan, pada tahun 2008-2009 menjabat SME Head di Bank Danamon, SME Head and Emerging Business di Maybank tahun 2009-2012, tahun 2012-2017 beliau menjabat sebagai Direktur di PT Elang Kurnia Sakti, tahun 2012-2017 sebagai Direktur di PT Agung Kimia Cemerlang, kemudian pada tahun 2015-2017 beliau menjabat sebagai Komisaris di PT Agung Kimia Cemerlang serta tahun 2017-2018 menjabat sebagai *SME Head* di Maybank.

Beliau bergabung di PT Bank Victoria International Tbk sebagai Direktur Bisnis berdasarkan Akta Rapat Umum Pemegang Saham Tahunan 2018 dan dinyatakan kembali dengan Akta Pernyataan Keputusan RUPS Luar Biasa Nomor 8 tanggal 01 Maret 2019 dan telah lulus *fit and proper test* OJK pada tanggal 30 Oktober 2018.

Periode jabatan pertama sebagai Direktur Business pada tanggal 18 Mei 2018 sampai dengan ditutupnya RUPS Tahunan untuk tahun 2018 yang diadakan pada tahun 2019.

Saat ini beliau tidak sedang menjabat di perusahaan maupun lembaga lain. Beliau juga tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi lainnya, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau tidak memiliki saham di Bank Victoria.

Indonesian citizen, born in Pekanbaru in 1964, currently 54 years old, domiciled in Jakarta. Obtained Bachelor of Economics from Tarumanegara University in 1989. In addition, he also has Level 5 Risk Management Certification from Banking Professional Certification Institute.

He started his career as Export Import Staff at Golden Dragon in 1988-1989. In 1989-2008 he worked at Bank Lippo where his last position was as Head of Jakarta and Kalimantan Regions, in 2008-2009 he held the position of SME Head at Bank Danamon, SME Head and Emerging Business at Maybank in 2009-2012, in 2012-2017 he served as Director of PT Elang Kurnia Sakti, in 2012-2017 as Director of PT Agung Kimia Cemerlang, then in 2015-2017 he served as Commissioner of PT Agung Kimia Cemerlang, and in 2017-2018 he served as SME Head at Maybank.

He joined PT Bank Victoria International Tbk as Director of Business based on the Deed of Annual General Meeting of Shareholders 2018, and re-stated in the Deed of Resolution Statement of Extraordinary GMS No. 8 dated 01 March 2019, and passed FSA' fit and proper test on 30 October 2018.

The first term of office as the Director of Business was from 18 May 2018 to the closing of the Annual GMS 2018, which will be held in 2019.

Currently, he does not hold any position in other company or institution. He does not have affiliation relationship with members of Board of Commissioners, other members of Board of Directors, and Main and Controlling Shareholders, either. He does not have shares of Bank Victoria.

**DEBORA WAHJUTIRTO TANOYO****Direktur Keuangan
Director of Finance**

Warga Negara Indonesia, lahir di Surabaya, saat ini berusia 33 tahun, berdomisili di Jakarta. Meraih gelar *Bachelor of Science* dari University of San Francisco, California pada tahun 2006 dan meraih gelar *Master of Business Administration* dari University of San Francisco, California pada tahun 2009. Selain itu, juga memiliki sertifikasi di bidang manajemen risiko level 5 dari Lembaga Sertifikasi Profesi Perbankan.

Memulai karirnya sebagai *Assurance Staff* di *Burr Pilger & Mayer LLP*, San Francisco tahun 2007-2008. Pernah menjabat sebagai *Senior Associate 2* di *Ernst & Young LLP*, Singapore tahun 2011-2013. Tahun 2013 bergabung dengan PT Victoria Investama Tbk sebagai *Finance Manager* sampai dengan tahun 2014. Tahun 2014-2015 beliau menjadi Senior Staf Manajemen Risiko di PT Bank Victoria International Tbk dan tahun 2014-2018 beliau juga dipercaya untuk menjabat sebagai Direktur PT Victoria Investama Tbk.

Beliau menjabat sebagai Komisaris PT Bank Victoria International Tbk sejak tahun 2016-2018. Kemudian, beliau diangkat sebagai Direktur PT Bank Victoria International berdasarkan Akta Rapat Umum Pemegang Saham Tahun 2018 dan dinyatakan kembali dengan Akta Pernyataan Keputusan RUPS Luar Biasa Nomor 8 tanggal 01 Maret 2019 dan telah lulus *fit and proper test* OJK pada tanggal 22 November 2018.

Periode jabatan pertama sebagai Direktur Keuangan pada tanggal 18 Mei 2018 sampai dengan ditutupnya RUPS Tahunan untuk tahun 2018 yang diadakan pada tahun 2019.

Beliau merupakan salah satu Manajemen Bank yang memiliki hubungan afiliasi dengan Pemegang Saham Utama dan Pengendali. Beliau tidak memiliki saham di Bank Victoria.

Indonesian citizen, born in Surabaya, currently 33 years old, domiciled in Jakarta. She earned her Bachelor of Science from University of San Francisco, California in 2006 and Master of Business Administration from University of San Francisco, California in 2009. In addition, she also has Level 5 Risk Management Certification from Banking Professional Certification Institute.

She started her career as Assurance Staff in Burr Pilger & Mayer LLP, San Francisco in 2007-2008. She was a Senior Associate 2 of Ernst & Young LLP, Singapore in 2011-2013. In 2013, she joined PT Victoria Investama Tbk as Finance Manager until 2014. In 2014-2015 she was a Senior Risk Management Staff at PT Bank Victoria International Tbk and in 2014-2018 she was also trusted to serve as Director of PT Victoria Investama Tbk.

She served as Commissioner of PT Bank Victoria International Tbk in 2016-2018. Then, she was appointed as Director of PT Bank Victoria International based on the Deed of General Meeting of Shareholders 2018, and re-stated in the Deed of Resolution Statement of Extraordinary GMS No. 8 dated 01 March 2019, and passed FSA' fit and proper test on 22 November 2018.

The first term of office as the Director of Finance was from 18 May 2018 to the closing of the Annual GMS 2018, which will be held in 2019.

She is also one of the Bank's Management who has affiliation relationship with Main and Controlling Shareholders. He does not have shares of Bank Victoria.

Profil Pejabat Eksekutif

Executive Officers' Profile

FERY OKTAVIANUS MANTIRI

Senior Executive Vice President (SEVP) Corporate dan Commercial Banking
Senior Executive Vice President (SEVP) of Corporate and Commercial Banking

Warga Negara Indonesia, lahir di Denpasar. Saat ini berusia 55 tahun dan berdomisili di Jakarta. Meraih gelar Sarjana Ekonomi bidang Akuntansi dari Universitas Airlangga pada tahun 1988. Bergabung di Bank Victoria sebagai Kepala Divisi Kredit Korporat tahun 2017 dan kemudian menjabat sebagai Associate Director of Corporate and Multifinance pada tahun yang sama.

Indonesian Citizen, born in Denpasar. Currently 55 years old and domiciled in Jakarta. Holds a Bachelor degree in Economics, majoring in Accounting from Universitas Airlangga in 1988. Joined Bank Victoria as Head of Corporate Credit Division in 2017 and then served as Associate Director of Corporate and Multifinance in the same year.

IWAN

Senior Executive Vice President (SEVP) Branch Banking Network dan Performance
Senior Executive Vice President (SEVP) of Branch Banking Network and Performance

Warga Negara Indonesia, lahir di Tangerang. Saat ini berusia 48 tahun dan berdomisili di Jakarta. Meraih gelar Sarjana Teknik Sipil dari Universitas Tarumanagara pada tahun 2007. Bergabung di Bank Victoria sebagai Associate Director of Funding and Branch Management sejak tahun 2017.

Indonesian Citizen, born in Tangerang. Currently 48 years old and domiciled in Jakarta. He earned a Bachelor degree in Civil Engineering from Universitas Tarumanagara in 2007. He joined Bank Victoria as Associate Director of Funding and Branch Management since 2017.

TOMI PARISANTO

Senior Executive Vice President (SEVP) Finance, Accounting dan Strategic Performance Management
Senior Executive Vice President (SEVP) of Finance, Accounting, and Strategic Performance Management

Warga Negara Indonesia, lahir di Jakarta. Saat ini berusia 45 tahun dan berdomisili di Jakarta. Meraih gelar Sarjana Ekonomi (SE) dari Universitas Indonesia di Depok pada tahun 1997, sertifikasi *Certified Public Accountant* (CPA) dari Ikatan Akuntan Publik Indonesia pada tahun 2002 dan *Chartered Accountant* (CA) dari Ikatan Akuntan Indonesia pada tahun 2014. Bergabung di Bank Victoria sebagai SEVP Finance, Accounting, MIS dan Strategic Performance pada tahun 2018 hingga saat ini.

Indonesian Citizen, born in Jakarta. Currently 45 years old and domiciled in Jakarta. He holds a Bachelor of Economics (SE) degree from Universitas Indonesia in Depok in 1997, certification of Certified Public Accountant (CPA) from the Indonesian Institute of Public Accountants in 2002 and Chartered Accountant (CA) from the Indonesian Institute of Accountants in 2014. Joined Bank Victoria as SEVP Finance, Accounting, MIS, and Strategic Performance in 2018 to present.

SLAMET RIYADI

Senior Executive Vice President (SEVP) Operations dan IT
Senior Executive Vice President (SEVP) of Operations and IT

Warga Negara Indonesia, lahir di Cimahi. Saat ini berusia 47 tahun dan berdomisili di Depok, Meraih gelar Pasca Sarjana - Magister Management dari Universitas Padjadjaran Bandung, pada tahun 2002. Bergabung di Bank Victoria sebagai SEVP Operation & System tahun 2018 hingga saat ini.

Indonesian Citizen, born in Cimahi. Currently 47 years old and domiciled on Depok, Obtained Post Graduate - Master of Management from Padjadjaran University Bandung, in 2002. Joined Bank Victoria as SEVP of Operations & System in 2018 until now.

RIDWAN MOEZWIR

Kepala Divisi SKAI Terintegrasi dan Anti-Fraud
Head of Integrated IAU and Anti-Fraud Division

Warga Negara Indonesia, lahir di Bandung. Saat ini berusia 56 tahun. Meraih gelar Sarjana Akuntansi dari Universitas Padjadjaran tahun 1986. Saat ini Beliau menjabat sebagai Head of Internal Audit (SKAI) di PT Bank Victoria Tbk. (2018).

Indonesian Citizen, born in Bandung. Currently 56 years old. Obtained Bachelor of Accounting from Padjadjaran University in 1986. Currently he serves as Head of Internal Audit (IAU) of PT Bank Victoria Tbk. (2018).

HERMAWAN

Kepala Divisi Manajemen Risiko
Head of Risk Management Division

Warga Negara Indonesia, lahir di Jakarta. Saat ini berusia 47 tahun dan berdomisili di Jakarta. Meraih gelar Diploma III dari Akademi Borobudur, Jakarta pada tahun 1992, Sarjana Ekonomi dari Sekolah Tinggi Ilmu Ekonomi Yayasan Administrasi Indonesia, Jakarta pada tahun 1995, serta Master Manajemen dari Sekolah Tinggi Ilmu Manajemen Labora, Jakarta pada tahun 1997. Memiliki *International Certificate in Banking Risk and Regulation* (ICBRR) dari GARP-BSMR. Bergabung di Bank Victoria sebagai Kepala Divisi Risk Management/Integrated sejak tahun 2013.

Indonesian Citizen, born in Jakarta. Currently 47 years old and domiciled in Jakarta. He obtained a Diploma III from Borobudur Academy, Jakarta, in 1992, Bachelor of Economics from the STIE YAI, Jakarta in 1995, and Master of Management from Labora College of Management, Jakarta in 1997. Has an International Certificate in Banking Risk and Regulation (ICBRR) from GARP-BSMR. Joined Bank Victoria as Risk Management/Integrated Division Head since 2013.

PURWONO

Kepala Divisi Internasional Banking
Head of International Banking Division

Warga Negara Indonesia, lahir di Jakarta. Saat ini berusia 66 tahun dan berdomisili di Jakarta. Meraih gelar Magister Manajemen dari Universitas Erlangga, Surabaya, pada tahun 2000. Bergabung di Bank Victoria sebagai Kepala Divisi *Financial Institution* dan *Capital Market* tahun 2010 hingga 2018. Saat ini Menjabat sebagai Head of International Banking Division sejak tahun 2018.

Indonesian Citizen, born in Jakarta. Currently 66 years old and domiciled in Jakarta. He earned a Master of Management from Universitas Erlangga, Surabaya, in 2000. Joined Bank Victoria as Head of Financial Institution and Capital Market Division in 2010-2018. Currently serving as Head of International Banking Division since 2018.

RITAYANA

Kepala Divisi Treasuri
Head of Treasury Division

Warga Negara Indonesia, lahir di Pontianak. Saat ini berusia 48 tahun dan berdomisili di Jakarta. Meraih gelar Sarjana Ekonomi dari Sekolah Tinggi Ilmu Ekonomi tahun 1995. Bergabung di Bank Victoria sebagai Staf Divisi *Treasury* tahun 1995-2011. Menjabat sebagai Kepala Divisi *Treasury* sejak tahun 2011.

Indonesian Citizen, born in Pontianak. Currently 48 years old and domiciled in Jakarta. Obtained Bachelor of Economics from Institute of Economic Science in 1995. Joined Bank Victoria as Treasury Division Staff in 1995-2011. Appointed as Head of Treasury Division in 2011.

RULY DWI RAHAYU

Kepala Divisi Corporate Secretary
Head of Corporate Secretary Division

Warga Negara Indonesia, umur 53 tahun, lahir di Jakarta. Menjabat sebagai Sekretaris Perusahaan sejak 2013. Sekretaris Perusahaan dijabat oleh Ruly Dwi Rahayu sesuai dengan Surat Keputusan Direksi No. 021/SK-DIR/01/13 tanggal 31 Januari 2013 efektif sejak tanggal 1 Februari 2013.

Indonesian Citizen, 53 years old. Serving as Corporate Secretary since 2013. Corporate Secretary is held by Ruly Dwi Rahayu in accordance with Decision Letter of the Board of Directors No. 021/SK-DIR/01/13 dated 31 January 2013, effective from 1 February 2013.

SYAHDA CANDRA

Kepala Divisi Human Capital Management and General Affair
Head of Human Capital Management and General Affair Division

Warga Negara Indonesia, lahir di Jakarta. Saat ini berusia 45 tahun dan berdomisili di Jakarta. Meraih gelar S1 dari Universitas UPI – YAI, Jakarta, pada tahun 1998. Bergabung di Bank Victoria sebagai Kepala Divisi HCM tahun 2003-2018. Saat ini Menjabat sebagai Kepala Divisi HCM dan GA sejak tahun 2018.

Indonesian Citizen, born in Jakarta. Currently 45 years old and domiciled in Jakarta. Obtained Bachelor degree from UPI-YAI, Jakarta, in 1998. Joined Bank Victoria as HCM Division Head in 2003-2018. Currently serving as Head of HCM and GA Division since 2018.

SYARIFUDIN

Kepala Divisi Compliance, Know Your Customer (KYC)/Terintegrasi, System Procedure
Head of Compliance, Know Your Customer (KYC)/Integrated, System Procedure

Warga Negara Indonesia, lahir di Bangka. Saat ini berusia 52 tahun dan berdomisili di Jakarta. Meraih gelar Sarjana Ekonomi dari Universitas Lampung pada tahun 1990. Bergabung di Bank Victoria sebagai Kepala Divisi *Compliance, KYC/Integrated and System Procedure* sejak tahun 2013.

Indonesian Citizen, born in Bangka. Currently 52 years old and domiciled in Jakarta. Obtained Bachelor of Economics from Universitas Lampung in 1990. Joined Bank Victoria as Head of Compliance, KYC/Integrated, and System Procedure Division in 2013 until now.

HENRY INDRADAJA

Kepala Divisi SME dan Consumer Banking
Head of Division SME and Consumer Banking

Warga Negara Indonesia, lahir di Tanjung Karang. Saat ini berusia 52 tahun, dan berdomisili di Tangerang, meraih gelar sarjana komputer (S.com) dari Universitas Budi Luhur di Jakarta, pada tahun 1992. Bergabung di Bank Victoria sebagai Pimpinan Cabang Kelapa Gading (tahun 2004 hingga saat ini) dan saat ini menjabat sebagai *Head of SME and Consumer Banking* sejak tahun 2018.

Indonesian citizen, born in Tanjung Karang in 1967, currently 52 years old, and domiciled in Tangerang. Obtained Bachelor of Computer (S.com) from Budi Luhur University in Jakarta, in 1992. He joined Bank Victoria as Head of Kelapa Gading Branch (2004 to date), and currently serves as Head of SME and Consumer Banking since 2018.

THERESIA MARIA DHEWAJANI

Kepala Divisi Operasional
Head of Operations Division

Warga Negara Indonesia, lahir di Semarang. Saat ini berusia 59 tahun dan berdomisili di Jakarta. Meraih gelar Sarjana Hukum bidang perdata dari Universitas 17 Agustus'45, Semarang pada tahun 1984. Bergabung di Bank Victoria sebagai Kepala Divisi *Operational and Internal Control* sejak tahun 2000.

Indonesian Citizen, born in Semarang. Currently 59 years old and domiciled in Jakarta. Holds a Bachelor of Law, majoring in Civil Law, from Universitas 17 Agustus '45, Semarang, in 1984. Joined Bank Victoria as Head of Operational and Internal Control Division in 2000 until now.

CLAUDIA AUDREY

Kepala Divisi Accounting dan Finance
Head of Accounting and Finance Division

Warga Negara Indonesia, berdomisili di Jakarta. Saat ini berusia 33 tahun. Memperoleh gelar Sarjana Ekonomi dari Universitas Indonesia (2009). Bergabung di Bank Victoria. Saat ini menjabat sebagai Kepala Divisi *Accounting dan Finance* sejak 2018.

Indonesian citizen, domiciled in Jakarta. Currently 33 years old. She obtained Bachelor of Economics from Universitas Indonesia (2009). She joined Bank Victoria. Currently, she is serving as Head of Accounting and Finance Division since 2018.

YOSEF SUDIKBYO

Kepala Divisi Corporate Legal
Head of Corporate Legal Division

Warga Negara Indonesia, lahir di Rembang. Saat ini berusia 54 tahun dan berdomisili di Jakarta. Meraih gelar Sarjana Hukum dari Universitas Katolik Parahyangan, Bandung pada tahun 1988, serta Master Kenotariatan dan Pertanahan dari Universitas Indonesia pada tahun 2001. Bergabung di Bank Victoria sebagai Kepala Divisi Legal sejak tahun 2004.

Indonesian Citizen, born in Rembang. Currently 54 years old and domiciled in Jakarta. Obtained Bachelor of Law from Universitas Katolik Parahyangan, Bandung, in 1988, and Master's of Notary and Land from Universitas Indonesia in 2001. Joined Bank Victoria as Head of Legal Division in 2004 until now.

DUISA LABORA PANGGABEAN

Kepala Divisi *Special Asset Management* (SAM)
Head of Special Asset Management (SAM) Division

Warga Negara Indonesia, lahir di Tarutung. Saat ini berusia 58 tahun dan berdomisili di Jakarta. Meraih gelar Sarjana bidang Akuntansi dari Akademi Akuntansi YAI pada tahun 1987. Bergabung di Bank Victoria sebagai Kepala Divisi *Special Asset Management* tahun 2018.

Indonesian Citizen, born in Tarutung. Currently 58 years old and domiciled in Jakarta. Obtained Bachelor of Accounting from YAI Accounting Academy in 1987. He joined Bank Victoria as Head of Special Asset Management Division in 2018.

MIRA CHRISTIANA

Wakil Kepala Divisi *Credit Risk Review Commercial and SME*
Vice Head of Credit Risk Review Commercial and SME Division

Warga Negara Indonesia, lahir di Semarang. Saat ini berusia 40 tahun dan berdomisili di Bekasi. Meraih gelar Sarjana Psikologi dari Universitas Diponegoro pada tahun 2003. Bergabung di Bank Victoria sebagai Wakil Kepala Divisi *Credit Risk Review Commercial and SME* sejak tahun 2018.

Indonesian Citizen, born in Semarang. Currently 40 years old and domiciled in Jakarta. Obtained Bachelor of Psychology from Diponegoro University in 2003. Has been working at Bank Victoria as Vice Head of Credit Risk Review Commercial and SME Division since 2018.

NOVITA INDRIYANI

Wakil Kepala Divisi *Corporate Legal*
Vice Head of Corporate Legal Division

Warga Negara Indonesia, lahir di Jakarta. Saat ini berusia 44 tahun dan berdomisili di Jakarta. Memperoleh gelar Sarjana Hukum dari Universitas Tarumanegara, Jakarta (1995). Menjabat sebagai Wakil Kepala Divisi Biro Hukum, Legal dan Remedial sejak 2015 berdasarkan Surat Keputusan Direksi Nomor: 013/SK-DIR/HCM/06/15, tanggal 22 Juni 2015.

Indonesian citizen, born in Jakarta. Currently 44 years old and domiciled in Jakarta. Obtained Bachelor of Law from Tarumanegara University, Jakarta (1995). Serves as Vice Head of Legal Bureau, Legal, and Remedial Division since 2015 based on Board of Directors' Decision Letter No. 013/SK-DIR/HCM/06/15, dated 22 June 2015.

DJOKO SOENDJOJO

Kepala Divisi *Loan Operations*
Head of Loan Operations Division

Warga Negara Indonesia, lahir di Surabaya. Saat ini berusia 50 tahun dan berdomisili di Jakarta. Meraih gelar (gelar kelulusan) dari STIE Malangkecewara Malang, pada tahun 1993. Bergabung di Bank Victoria sebagai Kepala Seksi Manajemen Risiko tahun 2005. Menjabat sebagai Kepala Divisi *Loan Operations* sejak tahun 2015.

Indonesian citizen, born in Surabaya. Currently 50 years old and domiciled in Jakarta. He holds a degree (graduation degree) from STIE Malangkecewara Malang, in 1993. Joined Bank Victoria as Risk Management Section Head in 2005. Served as Head of Loan Operations Division in 2015.

Profil Karyawan

Employees Profile

JUMLAH KARYAWAN BERDASARKAN LEVEL ORGANISASI

TOTAL EMPLOYEES BY ORGANIZATIONAL LEVEL

Tabel Jumlah Karyawan Untuk Tiap-tiap Level Organisasi
Total Employees for Each Organizational Level

Level Organisasi Organizational Level	2018				2017			
	Pria Male	Wanita Female	Orang People	%	Pria Male	Wanita Female	Orang People	%
Direksi/ Board of Directors	5	1	6	0.57	4	1	5	0.45
Manajemen/ Management	84	151	235	22.51	92	157	249	22.49
Pelaksana/ Executor	431	372	803	76.92	456	397	853	77.06
Total/ Total	520	524	1,044	100	552	555	1,107	100.00

JUMLAH KARYAWAN BERDASARKAN TINGKAT PENDIDIKAN

TOTAL EMPLOYEES BY EDUCATIONAL LEVEL

Tabel Jumlah Karyawan Untuk Tiap-tiap Tingkat Pendidikan
Total Employees for Each Educational Level

Tingkat Pendidikan Educational Level	2018				2017			
	Pria Male	Wanita Female	Orang People	%	Pria Male	Wanita Female	Orang People	%
Pasca Sarjana/Post-Graduates	19	10	29	2.78	28	11	39	3.53
Sarjana/ Graduates	199	301	500	47.89	205	313	518	46.79
Diploma/ Diploma	45	141	186	17.82	51	140	191	17.25
< SMA/ < High School	257	72	329	31.51	268	91	359	32.43
Total/ Total	520	524	1,044	100	552	555	1,107	100.00

JUMLAH KARYAWAN BERDASARKAN STATUS KEPEGAWAIAN

TOTAL EMPLOYEES BY EMPLOYMENT STATUS

Tabel Jumlah Karyawan Berdasarkan Status Kepegawaian
Table of Total Employees By Employment Status

Status Kepegawaian Employment Status	2018				2017			
	Pria Male	Wanita Female	Orang People	%	Pria Male	Wanita Female	Orang People	%
Pegawai Tetap/ Permanent Employee	256	347	603	57.76	271	374	645	53.26
Pegawai Tidak Tetap/ Non-permanent Employee	21	171	192	18.39	22	175	197	17.80
Outsourcing	243	6	249	28.85	259	6	265	23.94
Total/ Total	520	524	1,044	100	552	555	1,107	100.00

JUMLAH KARYAWAN BERDASARKAN USIA

TOTAL EMPLOYEES BY AGE

Tabel Jumlah Karyawan Berdasarkan Usia
Table of Total Employees By Age

Usia Age	2018				2017			
	Pria Male	Wanita Female	Orang People	%	Pria Male	Wanita Female	Orang People	%
> 60 tahun/ years old	5	1	6	0.57	7	2	9	0.81
51 – 60 tahun/ years old	46	26	72	6.90	39	18	57	5.15
41 – 50 tahun/ years old	136	80	216	20.69	135	86	221	19.96
31 – 40 tahun / years old	201	154	355	34.00	219	155	374	33.79
21 – 30 tahun/ years old	128	258	386	36.97	149	290	439	39.66
≤ 20 tahun/ years old	4	5	9	0.86	3	4	7	0.63
Total/ Total	520	524	1,044	100	552	555	1.107	100.00

JUMLAH KARYAWAN BERDASARKAN MASA KERJA

TOTAL EMPLOYEES BY YEARS OF SERVICES

Tabel Jumlah Karyawan Berdasarkan Masa Kerja
Table of Total Employees By Years of Services

Masa Kerja Years of Services	2018				2017			
	Pria Male	Wanita Female	Orang People	%	Pria Male	Wanita Female	Orang People	%
> 20 tahun/ years old	6	7	13	1.25	5	7	12	1.08
16 – 20 tahun/ years old	17	17	34	3.26	8	13	21	1.90
11 – 15 tahun/ years old	53	46	99	9.48	55	42	97	8.76
6 – 10 tahun/ years old	150	161	311	29.79	132	152	284	25.66
0 – 5 tahun/ years old	294	293	587	56.23	352	341	693	62.60
Total/ Total	520	524	1,044	100	552	555	1.107	100.00

JUMLAH KARYAWAN BERDASARKAN JENIS KELAMIN

TOTAL EMPLOYEES BY GENDER

Tabel Jumlah Karyawan Berdasarkan Jenis Kelamin
Table of Total Employees By Gender

Masa Kerja Years of Services	2018		2017	
	Orang People	%	Orang People	%
Wanita / Woman	524	50.19	555	50.14
Pria / Man	520	49.81	552	49.86
Total	1.044	100	1.107	100.00

PENGEMBANGAN KOMPETENSI KARYAWAN

Untuk menjaga kualitas dan kapabilitas HC, Bank melakukan pengembangan kompetensi HC. Baik secara personal maupun profesional. Keikutsertaan karyawan dalam pengembangan kompetensi tersebut ditentukan oleh kebutuhan Bank dan karyawan dengan memperhatikan kesetaraan *gender* dan persamaan kesempatan bagi seluruh HC Bank. Baik bagi HC yang baru direkrut maupun yang telah ada, serta bagi staf maupun non-staf.

Sepanjang tahun 2018, Bank Victoria telah menyelenggarakan beberapa program pendidikan dan pelatihan yang diikuti oleh 3.576 peserta. Berikut rincian pelatihan yang dilaksanakan pada tahun 2018.

Tabel Pelatihan Kompetensi Human Capital
Table of Human Capital Competence Trainings

No.	Jenis Pelatihan Type of Trainings	Nama Pelatihan	Jumlah Peserta Total Participants	Name of Training
DEWAN KOMISARIS / COMMISSIONERS				
1	Public	Training dan Ujian "Sertifikasi Treasury Dealer" LSPP	1	Training and Exam "Treasury Dealer Certification" LSPP
2	Public	Training dan 2 Day Workshop Batch 6: "Quantitative Risk Management Under Basel III dan IV"	1	Training and 2-Day Workshop Batch 6: "Quantitative Risk Management Under Basel III and IV"
3	Public	Training "Wakil Manajer Investasi"-Perizinan Pengelolaan Investasi	1	Training "Investment Manager" -Investment Management Licensing
4	In House	Training/Workshop "Continuous Improvement Toward Sustainable Growth"	4	Training/Workshop "Continuous Improvement Toward Sustainable Growth"
5	In House	Training "Harmony of Christmast"	4	Training "Harmony of Christmas"
6	In House	Training "Islam Sesungguhnya: Membangun Spirit Kebersamaan"	4	Training on "True Islam: Building a Spirit of Togetherness"
DIREKSI / BOARD OF DIRECTORS				
1	Public	Training dan Ujian Sertifikasi Treasury Dealer	3	Training and Exam "Treasury Dealer Certification"
2	In House	Training Pendalaman Materi dan Ujian Manajemen Risiko Level 5	2	Training in In-Depth Materials and Risk Management Exam Level 5
3	Public	Training "Memacu Pertumbuhan dan Mencari Sumber Pembiayaan Jangka Panjang"	1	Training "Spurring Growth and Finding Long-Term Financing Sources"
4	In House	Training/Workshop "Continuous Improvement Toward Sustainable Growth"	5	Training/Workshop "Continuous Improvement Toward Sustainable Growth"
5	Public	Training "International Research Seminar: Financial Sector Development and The Future Of Finance"	1	Training "International Research Seminar: Financial Sector Development and Future of Finance"
6	Public	Training "Seminar Nasional 60 Tahun Lembaga Pengembangan Perbankan Indonesia"	1	Training "National Seminar on 60 Years of Indonesian Banking Development Institute"
7	In House	Training dan Refreshment Manajemen Risiko "Risiko Dalam Pembayaran-Kebijakan Sistem Pembayaran-Fraud dan Perlindungan Konsumen Dalam Transaksi E-Banking"	4	Training and Refreshment on Risk Management "Risk in Payment-Payment System Policy-Fraud and Consumer Protection in E-Banking Transactions"
8	In House	Training "Together We Can Achieve" Team Building Direktorat Dirut-Kepulauan Seribu	2	Training "Together We Can Achieve" Team Building of Directorate of President Director-Seribu Islands
9	In House	Training "Team Building Direktorat Kepatuhan dan Manajemen Risiko"	1	Training "Team Building Directorate of Compliance and Risk Management"
10	In House	Training "Together We Make It Excellent" Team Building Direktorat Kredit	1	Training "Together We Make It Excellent", Team Building of Directorate of Credit

EMPLOYEES COMPETENCE DEVELOPMENT

To maintain the quality and capability of HC, the Bank conducts competency development of HC, both personally and professionally. Employees' participation in competence development program is determined by the needs of the Bank and employees by considering gender equality and equal opportunities for all of the Bank's HC, for newly recruited HC, existing, as well as for staff and non-staff.

Throughout 2018, Bank Victoria organized several education and training programs that were participated by 3,576 participants. Details of trainings conducted in 2018 are as follows:

No.	Jenis Pelatihan Type of Trainings	Nama Pelatihan	Jumlah Peserta Total Participants	Name of Training
11	In House	Training "Reaching Success Thru Solid Team"- Team Building	2	Training "Reaching Success Thru Solid Team" - Team Building
12	In House	Training "Harmony of Christmast"	5	Training "Harmony of Christmas"
13	In House	Training "Terus Di Perbaharui-Kolose 3:10"	3	Training "Continues to Be Renewed Colossians 3:10"
14	In House	Training "Refreshment Manajemen Risiko"	1	Training "Refreshment of Risk Management"
15	In House	Training "Islam Sesungguhnya: Membangun Spirit Kebersamaan"	5	Training on "True Islam: Building a Spirit of Togetherness"
16	In House	Training "Ramadhan yang di nanti: Menyemai Cinta Meraih Surga" (Tadabur Alam)	2	Training "The Awaited Ramadan: Sowing Love Reaching Heaven" (Tadabur Alam)
Manajer / Manager				
1	Public	Training "Sustainable Report Berdasarkan GRI Standar dan POJK"	1	Training "Sustainable Report Based on GRI Standards and POJK"
2	Public	Training "Pola Kerja dan Analisa Kredit"	20	Training "Work Pattern and Credit Analysis"
3	Public	Training "Seminar Nasional Tentang Tinjauan Perspektif Baru Perjanjian Sindikasi Kredit Bank untuk Mendukung Pertumbuhan Ekonomi Di Indonesia"	1	Training "National Seminar on New Perspective Review of Bank Credit Syndication Agreement to Support Economic Growth in Indonesia"
4	Public	Training "Kupas Tuntas Tinjauan Hukum Atas Kredit Bermasalah dan Tindakan Pencegahan"	2	Training "Discuss in Full the Legal Review of Non-Performing Credit and Prevention Measures"
5	In House	Training "Refreshment Kredit BM"	30	Training "Refreshment of BM Credit"
6	Public	Training "Essential Financial Risk Management"	1	Training "Essential Financial Risk Management"
7	In House	Ujian "Kompetensi Bidang manajemen Risiko Level 3"	1	Exams of "Risk Management Competency Level 3"
8	In House	Training Manajemen Risiko Level 4	4	Training of Level 4 Risk Management
9	Public	Training "Refreshment Manajemen Risiko"- Level 4	1	Training "Risk Management Refreshment" - Level 4
10	Public	Training "IRBB Mengacu SE OJK Terbaru (Refreshment Manajemen Risiko)"	1	Training "IRBB Refers to the Latest SE OJK (Refreshment of Risk Management)"
11	Public	Training dan Seminar "IRMO 2019: Achieving High Performance amid Political Risk"	2	Training and Seminar "IRMO 2019: Achieving High Performance amid Political Risk"
12	Public	Training dan Ujian "Manajemen Risiko Level 2"	6	Training and Exam of "Risk Management Level 2"
13	In House	Training dan Ujian "Manajemen Risiko Level 2"	20	Training and Exam of "Risk Management Level 2"
14	In House	Training dan Ujian "Manajemen Risiko Level 3"	17	Training and Exam of "Risk Management Level 3"
15	Public	Training "Refreshment Sertifikasi Kepatuhan dan AML Level 1"	1	Training on "Refreshment of Compliance Certification and AML Level 1"
16	Public	Training "Pertukin BMPD Jawa Barat Tahun 2018"	1	Training on "Pertukin BMPD West Java 2018"
17	Public	Training "Perkembangan Layanan Perkembangan Digital Pasca GPN"	1	Training on "Development of Post-GPN Digital Development Services"
18	Public	Training "IBM Systems Tech U"	1	Training on "IBM Tech U"
19	Public	Training "Pertemuan User Group Sistem BI-RTGS, BI-SSSS, dan BI-ETP Tahun 2018"	1	Training on "Meeting of BI-RTGS, BI-SSSS, and BI-ETP System Users in 2018"
20	In House	Training "Internet/Mobile Banking"	100	Training on "Internet/Mobile Banking"
21	In House	Training "Internet/Mobile Banking"	320	Training on "Internet/Mobile Banking"
22	Public	Beasiswa Kuliah-Program MKN	1	MKN Program-Scholarship for College
23	In House	Training "Laporan keuangan"	42	Training on "Financial Statements"
24	Public	Ujian WAPERD	1	WAPERD Exam
25	Public	Training dan Refreshment "Compliance Refreshment Program"	1	Training and Refreshment on "Compliance Refreshment Program"
26	Public	Training "Penyusunan Corporate Plan"	1	Training on "Corporate Plan Preparation"

No.	Jenis Pelatihan Type of Trainings	Nama Pelatihan	Jumlah Peserta Total Participants	Name of Training
27	Public	Training "Corporate Legal dan Corporate Action"	1	Training on "Corporate Legal and Corporate Action"
28	Public	Training dan Perizinan Waperd	1	Training and Licensing on Waperd
29	Public	Training "Jurus Cepat Membaca Laporan Keuangan"	1	Training on "Fast Way to Read Financial Statements"
30	Public	Training "Focus Group Discussion-Pembahasan Modul dan Soal E-Learning APU PPT bagi Frontliner Bank Umum dalam Rangka Standarisasi Kompetensi SDM Berbasis Elektronik"	1	Training on "Focus Group Discussion-Discussion on APU PPT E-Learning Modules and Questions for Frontliners of Commercial Bank in the Framework of Electronic-Based HR Competency Standards"
31	Public	Training dan Ujian "Sertifikasi Kepatuhan Level 2"	1	Training and Exam on "Compliance Certification Level 2"
32	Public	Training "Capacity Building Forum Komunikasi Perlindungan Konsumen Sistem Pembayaran Perbankan Tahun 2018"	1	Training on "Capacity Building for Communication Forum for Banking Payment System Consumer Protection in 2018"
33	Public	Training "Seminar dan Kebersamaan FK-IJK Jawa Barat"	1	Training on "Seminar and Togetherness of FK-IJK West Java"
34	In House	Training "A 16 Hour Business English Communication Skills Program"	17	Training on "A 16-Hour Business English Communication Skills Program"
35	In House	Training/Workshop "Continuous Improvement Toward Sustainable Growth"	142	Training/Workshop "Continuous Improvement Toward Sustainable Growth"
36	Public	Training dan SEMINAR "Issuance of Sukuk/ Debt and the Uncertainty Marker"	1	Training and SEMINAR of "Issuance of Sukuk/ Debt and the Uncertainty Marker"
37	In House	Training "Workshop dan Market Update 2018" di Jepang	1	Training on "2018 Workshop and Market Update" in Japan
38	In House	Training "Sinergi Cabang Dalam Mencapai Target Kuartal 2"	116	Training on "Branch Synergy in Achieving 2 nd Quarter Targets"
39	In House	Training "Sinergi Cabang Dalam Mencapai Target Kuartal 3"	115	Training on "Branch Synergy in Achieving 3 rd Quarter Targets"
40	In House	Training LASER (Leadership Service) Batch 1 dan 2	58	Training on LASER (Leadership Service) Batch 1 and 2
41	In House	Training LASER (Leadership Service) Batch 3 dan 4	79	Training on LASER (Leadership Service) Batch 3 and 4
42	In House	Training "Sinergi Cabang Dalam Mencapai Target Kuartal 4"	116	Training on "Branch Synergy in Achieving 4 th Quarter Targets"
43	Public	Training "Leadership Workshop-let's Prove Your Success, people Productivity Improvement"	1	Training on "Leadership Workshop - Let's Prove Your Success, People Productivity Improvement"
44	In House	Training "Becoming Excellent Leaders"-Team Building Kepala Operasional	75	Training on "Becoming Excellent Leaders" -Team Building of Head of Operations
45	Public	Training "The 7 th Indonesia Corporate Communication Summit"	1	Training on "The 7th Indonesian Corporate Communication Summit"
46	Public	Training "Develop Your Communication Skills With NLP"	3	Training on "Develop Your Communication Skills With NLP"
47	Public	Training "Seminar Nasional 60 Tahun Lembaga Pengembangan Perbankan Indonesia"	1	Training "National Seminar on 60 Years of Indonesian Banking Development Institute"
48	In House	Training dan Refreshment Manajemen Risiko "Navigating The Future of Risk-Integration of Business Process dan Operational Risk Management"	9	Training and Refreshment on Risk Management "Navigating the Future of Risk-Integration of Business Process and Operational Risk Management"
49	In House	Training dan Refreshment Manajemen Risiko "Risiko Dalam Pembayaran-Kebijakan Sistem Pembayaran-Fraud dan Perlindungan Konsumen Dalam Transaksi E-Banking"	19	Training and Refreshment on Risk Management "Risk in Payment-Payment System Policy-Fraud and Consumer Protection in E-Banking Transactions"
50	In House	Training "Together We Can Achieve" Team Building Direktorat Dirut-Kepulauan Seribu	10	Training "Together We Can Achieve" Team Building of Directorate of President Director-Seribu Islands
51	In House	Training "Team Building Direktorat Kepatuhan dan Manajemen Risiko"	4	Training "Team Building Directorate of Compliance and Risk Management"

No.	Jenis Pelatihan Type of Trainings	Nama Pelatihan	Jumlah Peserta Total Participants	Name of Training
52	In House	Training "Together We Make It Excellent" Team Building Direktorat Kredit	9	Training "Together We Make It Excellent", Team Building of Directorate of Credit
53	In House	Training "Reaching Success Thru Solid Team"- Team Building	18	Training "Reaching Success Thru Solid Team" - Team Building
54	In House	Training "IFRS 9/PSAK 71 Instrumen Keuangan Untuk Banking Klasifikasi, Pengukuran, dan Penurunan Nilai"	10	Training on "IFRS 9/PSAK 71 Financial Instruments for Banking Classification, Measurement, and Impairment"
55	In House	Training dan Mini Banking "Transaksi Bank Devisa Tahap 4" Batch 1	15	Training and Mini Banking of "Stage 4 Foreign Exchange Bank Transactions" Batch 1
56	In House	Training dan Mini Banking "Transaksi Bank Devisa Tahap 4" Batch 2	14	Training and Mini Banking of "Stage 4 Foreign Exchange Bank Transactions" Batch 2
57	In House	Training dan Mini Banking "Transaksi Bank Devisa Tahap 4" Batch 3	19	Training and Mini Banking of "Stage 4 Foreign Exchange Bank Transactions" Batch 3
58	In House	Training Trade Operational" Sesi 1 dan 2	5	Training on Trade Operational Sessions 1 and 2
59	In House	Training Pelaporan Bank Umum	5	Training on Commercial Bank Reporting
60	In House	Training "Harmony of Christmas"	47	Training "Harmony of Christmas"
61	In House	Training "Terus Di Perbaharui-Kolose 3:10"	20	Training "Continues to Be Renewed Colossians 3:10"
62	In House	Training "Refreshment Manajemen Risiko"	13	Training "Refreshment of Risk Management"
63	In House	Training "Fraud Awareness dan Prevention Program"	1	Training on "Fraud Awareness and Prevention Program"
64	IN HOUSE	Training "Islam Sesungguhnya: Membangun Spirit Kebersamaan"	47	Training on "True Islam: Building a Spirit of Togetherness"
65	In House	Training "Ramadhan yang di nanti: Menyemai Cinta Meraih Surga" (Tadabur Alam)	32	Training "The Awaited Ramadan: Sowing Love Reaching Heaven" (Tadabur Alam)
66	In House	Training "The 7 Habits For Manager"	6	Training on "The 7 Habits For Manager"
67	In House	Training "Forex"	9	Training on "Forex"
Officer				
1	Public	Training "Tematik Pelaporan LBU Tahun 2018"	2	Training on "LBU Reporting Thematics in 2018"
2	In House	Training Pengembangan SME	28	Training on SME Development
3	Public	Training Pendidikan Dasar Penilaian 1	1	Training on Basic Education Assessment 1
4	In House	Training Pendidikan Dasar Penilaian (PDP 1) Properti-Jakarta Team Masyarakat Profesi Penilai Indonesia (MAPPI)	1	Training on Basic Education Assessment (PDP 1) Property-Jakarta Team Indonesian Professional Appraisal Team (MAPPI)
5	Public	Training Pendidikan Dasar Penilaian 1 (PDP 1) property Oleh MAPPI	1	Training on Basic Education Assessment 1 (PDP 1) Property By MAPPI
6	Public	Training dan Ujian Pendidikan Dasar Penilaian 1 [PDP1] Property	1	Training and Exam of Basic Education Assessment 1 [PDP1] Property
7	Public	Training Pendidikan Dasar Penilaian 2 (PDP 2)	1	Training on Basic Education Assessment 2 (PDP 2)
8	Public	Training Seminar Nasional Tentang Tinjauan Perspektif Baru Perjanjian Sindikasi Kredit Bank untuk Mendukung Pertumbuhan Ekonomi Di Indonesia"	1	Training on "National Seminar on New Perspective Review of Bank Credit Syndication Agreement to Support Economic Growth in Indonesia"
9	In House	Training "RO Cabang Makassar"	1	Training on "RO Makassar Branch"
10	Public	Ujian ke 2 "Sertifikasi Treasury Dealer Basic"	1	2nd Exam on "Basic Treasury Dealer Certification"
11	In House	Training "ODP Angkatan 2"	19	Training on "ODP Batch 2"
12	In House	Training dan Ujian Manajemen Risiko Level 1 - Batch 2	29	Training and Exam of Risk Management Level 1 - Batch 2
13	Public	Training "Refreshment Manajemen Risiko dan Trip PERBANAS Jawa Timur"	1	Training on "Refreshment of Risk Management and PERBANAS East Java Trip"
14	In House	Training dan Ujian "Sertifikasi Manajemen Risiko Level 1" - Batch 3	29	Training and Exam of "Risk Management Certification Level 1" - Batch 3
15	In House	Training dan Ujian "Sertifikasi Manajemen Risiko Level 1" - Batch 4	34	Training and Exam of "Risk Management Certification Level 1" - Batch 4

No.	Jenis Pelatihan Type of Trainings	Nama Pelatihan	Jumlah Peserta Total Participants	Name of Training
16	Public	Ujian Ke 2 "Sertifikasi Manajemen Risiko level 2"	1	2nd Exam of "Risk Management Certification Level 2"
17	Public	Training Pembahasan Evaluasi Setoran dan Bayaran (SetBay) Perbankan	1	Training on Discussion on Banking Deposit and Payments (SetBay) Evaluation
18	In House	Training "Karyawan Bank Victoria Kantor Cabang Semarang"	3	Training on "Bank Victoria Employees, Semarang Branch Office"
19	In House	Training "Operasional Karyawan Bank Victoria Kantor Cabang Semarang"	8	Training on "Operational for Bank Victoria Employees at Semarang Branch Office"
20	Public	Training "Sosialisasi dan Refreshment Ketentuan SKNBI"	1	Training on "Dissemination and Refreshment of SKNBI Provisions"
21	Public	Training "Interactive Workshop dan Sharing Sessions"	1	Training on "Interactive Workshop and Sharing Sessions"
22	In House	Training "Product Knowledge dan SOP Frontliner yang Masa Kerjanya 1 (Satu) Tahun"	61	Training on "Product Knowledge and SOP for Frontliner with 1 (One) Year Work Period"
23	Public	Training "Pertemuan Tahunan Koordinator Petugas Kliring Perbankan Se Jawa Barat Tahun 2018"	1	Training on "Annual Meeting of Bank Clearing Officer Coordinator the entire West Java 2018"
24	Public	Training "Pertemuan Tahunan Kantor Pengelola Daftar Hitam Nasional (KPDHN)"	2	Training on "Annual Meeting of the National Black List Management Office (KPDHN)"
25	Public	Training "Pertemuan User Group Sistem Pembayaran Bank Indonesia (SPB) Tahun 2018"	4	Training on "Bank Indonesia Payment System User Group (SPB) Meeting in 2018"
26	Public	Training dan Ujian " Sertifikasi CBIA Level Auditor"	3	Training and Exam on "CBIA Level Auditor Certification"
27	Public	Training "Microtic Certified Network Associate-MTCNA Certification"	1	Training on "Microtic Certified Network Associate-MTCNA Certification"
28	Public	Training"HSM User Forum 2018"	1	Training on "HSM User Forum 2018"
29	Public	Training "System Analysis And Design With UML"	1	Training on "System Analysis And Design With UML"
30	Public	Training "Pengelolaan Keamanan Informasi"	1	Training on "Information Security Management"
31	Public	Training "Static Web Programming and Design with XHTML"	1	Training on "Static Web Programming and Design with XHTML"
32	Public	Training "Practical Excell "	2	Training on "Practical Excell"
33	Public	Training "Practical Excell "	2	Training on "Practical Excell"
34	Public	Training "Pengelolaan Keamanan Informasi"	1	Training on "Information Security Management"
35	Public	Training "Implementing IT Governance"	1	Training on "Implementing IT Governance"
36	Public	Training "Agile Project Management"	1	Training on "Agile Project Management"
37	Public	Training "Pertemuan User Group Sistem BI-RTGS,BI-SSSS,dan BI-ETP Tahun 2018"	1	Training on "Meeting of BI-RTGS, BI-SSSS, and BI-ETP System Users in 2018"
38	Public	Beasiswa Kuliah Manajemen - YAI	1	College Scholarship in Management - YAI
39	Public	Training "Analisis Arus Kas (Cash Flow Analysis)"	2	Training on "Cash Flow Analysis"
40	Public	Beasiswa Kuliah-Manajemen-IBS	1	College Scholarship in Management - IBS
41	Public	Training "Asset Liability Management"	1	Training on "Asset Liability Management"
42	In House	Training "APU-PPT"	45	Training of "APU-PPT"
43	Public	Training "Capacity Building Data Statistik Sistem Pembayaran Jawa Barat Tahun 2018"	1	Training on "Capacity Building of Payment System Statistics Data in West Java in 2018"
44	Public	Training "Loka Karya Perpajakan "	1	Training on "Tax Workshop"
45	In House	Training "Karyawan Cabang Makasar-Operational"	10	Training on "Makassar Branch Employees-Operational"
46	In House	Training "Karyawan KC Makasar di KPO	5	Training on "Employees of Makassar KC in KPO"
47	In House	Training Karyawan Cabang Makasar	15	Training of Makassar Branch Employees
48	Public	Training dan Ujian "Sertifikasi Kepatuhan Level 1"	3	Training and Exam on "Compliance Certification Level 1"

No.	Jenis Pelatihan Type of Trainings	Nama Pelatihan	Jumlah Peserta Total Participants	Name of Training
49	Public	Training "Pertemuan Tahunan Evaluasi Penyelenggaraan Kliring Tahun 2018"	1	Training on "2018 Annual Meeting of Clearing Implementation Evaluation"
50	Public	Training "Meningkatkan Kompetensi SDM Yang Bertugas di Bidang Operasional Kliring"	1	Training on "Improving the Competence of HR Serving in the Field of Clearing Operations"
51	Public	Training "Pertukaran Informasi (PERTUKIN) Kasir/Teller Perbankan Jawa Barat"	1	Training on "Information Exchange (PERTUKIN) for West Java Banking Cashiers/Tellers"
52	Public	Training "Evaluasi Kegiatan FORMKOMKAS 2018"	1	Training on "Evaluating FORMKOMKAS 2018 Activities"
53	Public	Training "CAPACITY BUILDING, Pembahasan Petugas Kliring Bank Wilayah Kliring Lokal KPWBI Propinsi Jawa Tengah "	1	Training on "CAPACITY BUILDING, Discussion of Clearing Officers of Central Java Province Regional Clearing Area KPWBI"
54	Public	Training "Karyawan Cabang Semarang (Appraisal)"	1	Training of "Semarang Branch Employees (Appraisal)"
55	In House	Training "Beauty Class Cabang Makassar"	15	Training on "Beauty Class Makassar Branch"
56	In House	Training "Beauty Class and Grooming"	10	Training on "Beauty Class and Grooming"
57	Public	Training dan Workshop "Powerfull Coaching and Maximing People Potential"	1	Training and Workshop on "Powerful Coaching and Maximizing People Potential"
58	In House	Training "Photography"	16	Training on "Photography"
59	Public	Training "Integrated Communication"	1	Training on "Integrated Communication"
60	In House	Training "Kesehatan dan Keselamatan Kerja"	30	Training on "Occupational Health and Safety"
61	Public	Training "Trimegah Training Camp 2018"	1	Training on "Trimegah Training Camp 2018"
62	Public	Training "Integrated Marketing Communication"	1	Training on "Integrated Marketing Communication"
63	In House	Training "Team Building KC Manado"	15	Training on "KC Manado Team Building"
64	IN HOUSE	Training "Penerapan K3 di Lingkungan Bank"	64	Training on "OHS Implementation in the Bank's Environment"
65	Public	Training dan Workshop " Investment and Overview Bonds"	1	Training and Workshop on "Investment and Overview of Bonds"
66	In House	Training "Mindsetting Agent Of Change"-Batch 1-3	120	Training on "Mindsetting Agent Of Change" - Batch 1-3
67	Public	Training "Weekend Bersama Guru Grooming"	18	Training on "Weekend with Grooming Guru"
68	Public	Training "Interactive Workshop dan Sharing Sessions"	1	Training on "Interactive Workshop and Sharing Sessions"
69	In House	Training "Motivasi di Gedung Graha BIP"	20	Training on "Motivation in Graha BIP Building"
70	Public	Training "Optimizing Your Personality For Good Secretary"	1	Training on "Optimizing Your Personality For Good Secretary"
71	In House	Training dan Refreshment Manajemen Risiko "Navigating The Future of Risk-Integration of Business Process dan Operational Risk Management"	29	Training and Refreshment on Risk Management "Navigating the Future of Risk-Integration of Business Process and Operational Risk Management"
72	In House	Training "Together We Can Achieve" Team Building Direktorat Dirut-Kepulauan Seribu	38	Training "Together We Can Achieve" Team Building of Directorate of President Director-Seribu Islands
73	In House	Training "Outing Direktorat Kepatuhan dan Manajemen Risiko "	10	Training on "Outing of Directorate of Compliance and Risk Management"
74	In House	Training "Together We Make It Excellent" Team Building Direktorat Kredit	10	Training "Together We Make It Excellent", Team Building of Directorate of Credit
75	In House	Training "Reaching Success Thru Solid Team"- Team Building	70	Training "Reaching Success Thru Solid Team" - Team Building
76	In House	Training "IFRS 9/PSAK 71 Instrumen Keuangan Untuk Banking Klasifikasi, Pengukuran, dan Penurunan Nilai"	28	Training on "IFRS 9/PSAK 71 Financial Instruments for Banking Classification, Measurement, and Impairment"
77	In House	Training dan Mini Banking "Transaksi Bank Devisa Tahap 4" Batch 1	32	Training and Mini Banking of "Stage 4 Foreign Exchange Bank Transactions" Batch 1
78	In House	Training dan Mini Banking "Transaksi Bank Devisa Tahap 4" Batch 2	37	Training and Mini Banking of "Stage 4 Foreign Exchange Bank Transactions" Batch 2

No.	Jenis Pelatihan Type of Trainings	Nama Pelatihan	Jumlah Peserta Total Participants	Name of Training
79	In House	Training dan Mini Banking "Transaksi Bank Devisa Tahap 4" Batch 3	32	Training and Mini Banking of "Stage 4 Foreign Exchange Bank Transactions" Batch 3
80	In House	Training Trade Operational" Sesi 1 dan 2	25	Training on Trade Operational Sessions 1 and 2
81	In House	Training Pelaporan Bank Umum	15	Training on Commercial Bank Reporting
82	In House	Training "Harmony of Christmast"	204	Training "Harmony of Christmas"
83	In House	Training "Terus Di Perbaharui-Kolose 3:10"	57	Training "Continues to Be Renewed Colossians 3:10"
84	In House	Training "Refreshment Manajemen Risiko"	11	Training "Refreshment of Risk Management"
85	In House	Training "Fraud Awareness dan Prevention Program"	34	Training on "Fraud Awareness and Prevention Program"
86	In House	Training dan Ujian "Pendalaman Materi Manajemen Risiko Level 1" (BSMR)	28	Training and Exam of "In-depth Material of Risk Management Level 1" (BSMR)
87	In House	Training "Islam Sesungguhnya: Membangun Spirit Kebersamaan"	258	Training on "True Islam: Building a Spirit of Togetherness"
88	In House	Training "Ramadhan yang di nanti: Menyemai Cinta Meraih Surga" (Tadabur Alam)	166	Training "The Awaited Ramadan: Sowing Love Reaching Heaven" (Tadabur Alam)
89	In House	Training "The 7 Habits For Manager"	27	Training on "The 7 Habits For Manager"
90	In House	Training "Forex"	21	Training on "Forex"
Non Staff				
1	Public	Training "Garda Pratama"	6	Training on "Primary Basic Training"
2	Public	Training "Pendidikan Dasar Satpam"	6	Training on "Basic Education for Security Officers"
			3.576	

BIAYA PENGEMBANGAN KOMPETENSI

Besarnya investasi di bidang pengembangan HC yang dikeluarkan Bank Victoria selama tahun 2018 mencapai Rp4.744.523.842 atau setara dengan 2,96% dari total biaya tenaga kerja tahun 2018.

COMPETENCE DEVELOPMENT COST

The amount of investment in HC development spent by Bank Victoria in 2018 reached Rp4,744,523,842, or equivalent to 2.96% of the total labor costs in 2018.

Tabel Biaya Pengembangan Kompetensi
Table of Competence Development Cost

Tahun Year	Total Biaya Tenaga Kerja (Rp) Total Manpower Cost (Rp)	Anggaran Training (Rp) Training Budget (Rp)	Biaya Training (Rp) Training Cost (Rp)	Rasio Training (%) Training Ratio (%)
2018	160,169,225,571	8,008,461,279	4,744,523,842	2.96
2017	160,184,665,373	8,009,223,269	5,208,371,826	3.25

Komposisi Pemegang Saham

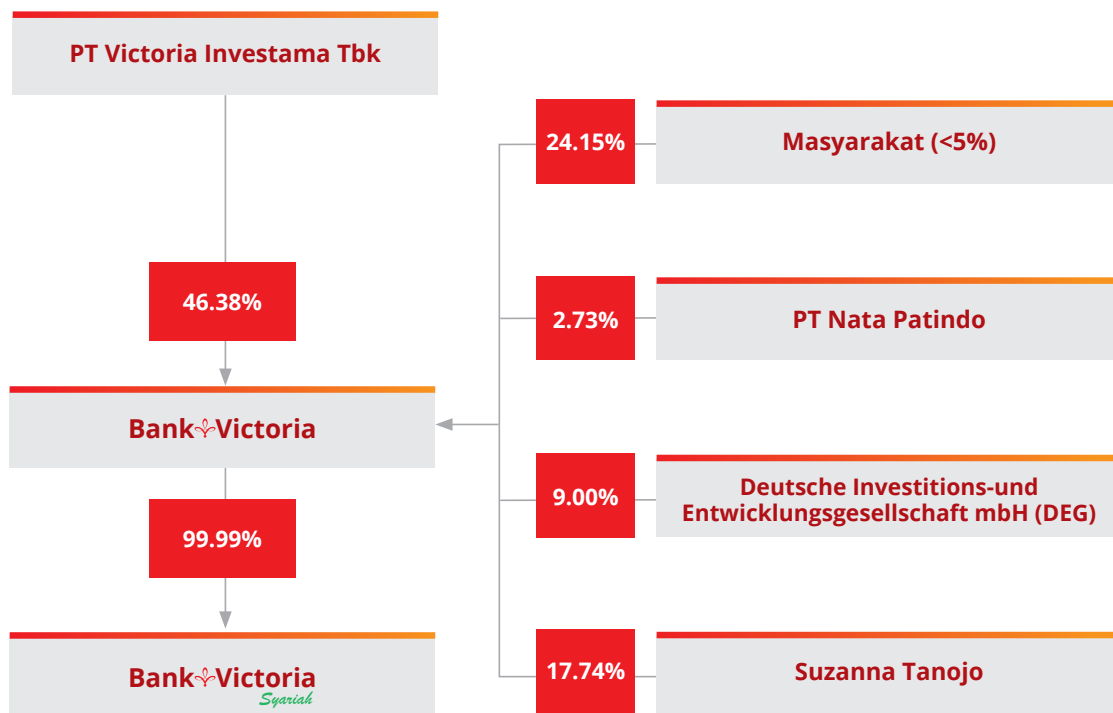
Shareholders Composition

Komposisi kepemilikan saham Bank Victoria per tanggal 31 Desember 2018 berdasarkan surat Biro Administrasi Efek-PT Adimitra Jasa Korpora No. LB-01/BVIC/012019 tanggal Januari 2019 tentang Laporan Bulanan tentang Komposisi Pemegang Saham Perseroan ditunjukkan sebagai berikut:

The composition of Bank Victoria's share ownership as of 31 December 2018 based on the letter of the Share Registrar Bureau - PT Adimitra Jasa Korpora No. LB-01/BVIC/012019 dated January 2019 on Monthly Report on the Company's Shareholders Composition is shown in as follows.

Skema Struktur Pemegang Saham Bank Victoria

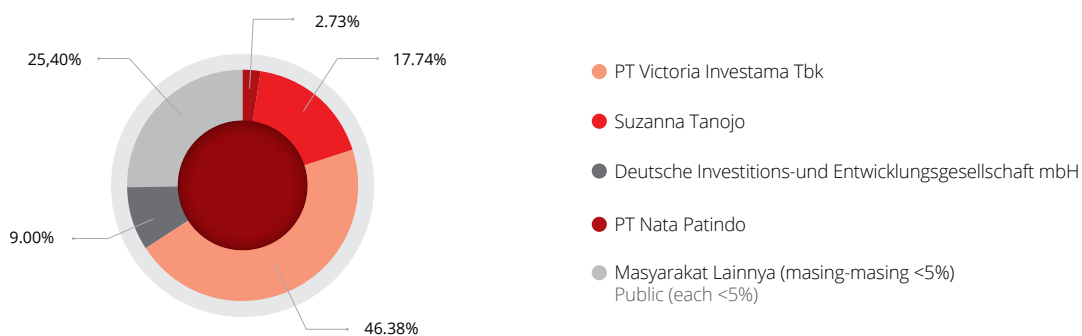
Scheme of Bank Victoria Shareholders Structure



Tabel Komposisi Pemegang Saham Bank Victoria
Table of Bank Victoria's Shareholders Composition

Nama Name	Jumlah Saham (Lembar) Total Shares (Sheets)	Kepemilikan (%) Ownership (%)	Jumlah Nominal (Rp) Total Nominal (Rp)
A. SAHAM DENGAN SERTIFIKAT KOLEKTIF/ SHARES WITH COLLECTIVE CERTIFICATE			
1. Pemegang Saham Pendiri/ Founder Share's			
2. Masyarakat/ Public			
a. Pemodal Nasional/ National Investors			
• 5% atau lebih/ 5% or more			
• Lainnya/ Others	1,179,500	0.01	117,950,000
b. Pemodal Asing/ Foreign Investors			
• 5% atau lebih/ 5% or more			
• Lainnya/ Others	24,500	0.00	2,450,000
SUB TOTAL/ SUB TOTAL	1,204,000	0.01	120,400,000
B. SAHAM DENGAN PENITIPAN KOLEKTIF PT KSEI / SHARES IN PT KSEI COLLECTIVE CUSTODY			
1. Pemegang Saham Pendiri/ Founder Share's			
a. PT Nata Patindo	236,777,000	2.73	23,677,700,000
b. PT Suryayudha Investindo Cipta			
2. Masyarakat/ Public			
a. Pemodal Nasional/ National Investors			
• 5% atau lebih/ 5% or more			
Suzanna Tanojo	1,538,152,114	17.74	153,815,211,400
PT Victoria Investama Tbk	4,021,338,630	46.38	402,133,863,000
• Lainnya/ Others	1,480,868,720	17.08	148,086,872,000
b. Pemodal Asing / Foreign Investors			
• 5% atau lebih/ 5% or more			
Deutsche Investitions-und Entwicklungsgesellschaft mbH	780,394,335	9.00	78,039,433,500
• Lainnya/ Others	612,313,363	7.06	61,231,336,300
SUB TOTAL/ SUB TOTAL	8,669,844,162	99.99	866,984,416,200
TOTAL/ TOTAL	8,671,048,162	100.00	867,104,816,200

Grafik Komposisi Kepemilikan Saham Bank Victoria
Graphic of Bank Victoria's Shareholders Composition



KOMPOSISI PEMEGANG SAHAM BERDASARKAN STATUS KEPEMILIKAN

SHAREHOLDERS COMPOSITION BY OWNERSHIP STATUS

Tabel Komposisi Pemegang Saham Bank Victoria Berdasarkan Status Kepemilikan
Table of Bank Victoria's Shareholders Composition by Ownership Status

Status Kepemilikan	Jumlah Investor Total Investors	Jumlah Saham Total Shares	Kepemilikan (%) Ownership (%)	Ownership Status
Scriptless				
Pemodal Nasional	1,097	7,277,136,464	83.92	National Investors
Perorangan	1,072	2,070,562,116	23.88	Individual
Perseroan Terbatas	17	5,000,117,756	57.66	Limited Liability Company
Dana Pensiun	1	9,776,000	0.11	Pension Fund
Asuransi	3	112,945,792	1.30	Insurance
Reksadana	4	83,734,800	0.97	Mutual Funds
Yayasan	-	-	-	Foundation
Koperasi	-	-	-	Cooperatives
Pemodal Asing	20	1,392,707,698	16.06	Foreign Investors
Perorangan	8	39,020,100	0.45	Individual
Institusi Asing	12	1,353,687,598	15.61	Foreign Institution
Script				
Pemodal Nasional	139	1,179,500	0.01	National Investors
Perorangan	135	1,091,000	0.00	Individual
Perseroan Terbatas	4	88,500	0.00	Limited Liability Company
Pemodal Asing	7	24,500	0.00	Foreign Investors
Perorangan	7	24,500	0.00	Individual
Institusi Asing	0	0	0.00	Foreign Institution
Total	1,263	8,671,048,162	100.00	Total

KOMPOSISI 20 PEMEGANG SAHAM TERBESAR

COMPOSITION OF TOP 20 SHAREHOLDERS

Tabel Komposisi 20 Pemegang Saham Terbesar Bank Victoria
Table of Composition of Top 20 Shareholders of Bank Victoria

Nama Name	Domisili Domicile	Status Status	Jumlah Saham Total Shares	Kepemilikan (%) Ownership (%)
PT Victoria Investama Tbk	Jakarta	Institusi Lokal Local Institution	4,021,338,630	46.38
Suzanna Tanojo	Jakarta	Individu Lokal Local Institution	1,538,152,114	17.74
Deutsche Investitions-und Entwicklungsgesellschaft mbH	Jerman	Institusi Asing Foreign Institution	780,394,335	9.00
PT Gratamulia Pratama	Jakarta	Institusi Lokal Local Institution	418,953,250	4.83
Credit Suisse AG Singapore Trust A/C Clients – 2023904000	Singapura	Institusi Asing Foreign Institution	349,503,648	4.03
PT Nata Patindo	Jakarta	Institusi Lokal Local Institution	236,777,000	2.73
UBS AG SINGAPORE NON-TREATY OMNIBUS ACCOUNT - 2091144090	Singapura	Institusi Asing Foreign Institution	221,934,815	2.56
PT Victoria Sekuritas Indonesia	Jakarta	Institusi Lokal Local Institution	143,391,064	1.65
Christien Tanoyo/Liauw Tjeung II	Surabaya	Individu Lokal Local Institution	109,825,000	1.27
Luciana Tanoyo	Surabaya	Individu Lokal Local Institution	104,781,000	1.21

Nama Name	Domisili Domicile	Status Status	Jumlah Saham Total Shares	Kepemilikan (%) Ownership (%)
PT Victoria Insurance Tbk	Jakarta	Institusi Lokal Local Institution	80,705,800	0.93
PT Tri Daya Investindo	Jakarta	Institusi Lokal Local Institution	78,187,500	0.90
Reksa Dana Sentra Ekuitas Berkembang	Jakarta	Institusi Lokal Local Institution	77,975,300	0.90
Sutanto	Jakarta	Individu Lokal Local Institution	55,099,900	0.64
PT Emperor Finance Indonesia	Jakarta	Institusi Lokal Local Institution	48,329,250	0.56
Haryanto Leenardi	Jakarta	Individu Lokal Local Institution	41,920,000	0.48
Teddy Jeffrey Katuari	Jakarta	Individu Lokal Local Institution	32,381,350	0.37
PT Victoria Alife Indonesia	Jakarta	Institusi Lokal Local Institution	31,646,892	0.36
Vonny Setiawati	Jakarta	Individu Lokal Local Institution	26,691,150	0.31
PT Regis Prama Indonesia	Jakarta	Institusi Lokal Local Institution	18,527,250	0.21
Total			8,416,515,248	97.06

KOMPOSISI PEMEGANG SAHAM YANG MEMILIKI 5% ATAU LEBIH SAHAM

COMPOSITION OF SHAREHOLDERS WITH SHARE OWNERSHIP OF 5% OR MORE

Tabel Komposisi Pemegang Saham 5% atau Lebih
Table of Composition of Shareholders of 5% or More

Nama Name	Jumlah Saham Total Shares	Kepemilikan (%) Ownership (%)
PT Victoria Investama Tbk	4,021,338,630	46.38
Suzanna Tanojo	1,538,152,114	17.74
Deutsche Investitions-und Entwicklungsgesellschaft mbH	780,394,335	9.00
Total	6,339,885,079	73.12

KELOMPOK PEMEGANG SAHAM MASYARAKAT DENGAN KEPEMILIKAN SAHAM MASING-MASING KURANG DARI 5%

PUBLIC SHAREHOLDERS GROUP WITH SHARE OWNERSHIP LESS THAN 5%

Tabel Kelompok Pemegang Saham Masyarakat Kurang dari 5%
Table of Public Shareholders Group of Less than 5%

Status Kepemilikan	Jumlah Investor Total Investors	Jumlah Saham Total Shares	Kepemilikan (%) Ownership (%)	Owner Status
Pemodal Nasional	1,232	1,718,825,220	19.82	National Investors
Perorangan	1,205	533,501,002	6.15	Individual
Institusi Lokal	27	1,185,324,218	13.67	Local Institution
Pemodal Asing	26	612,337,863	7.06	Foreign Investors
Perorangan	15	39,044,600	0.45	Individual
Institusi Asing	11	573,293,263	6.61	Foreign Institution
Total	1,258	2,331,163,083	26.88	Total

KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

SHARE OWNERSHIP OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Tabel Kepemilikan Saham Dewan Komisaris dan Direksi

Table of Share Ownership of the Board of Commissioners and Directors

Nama Name	Jabatan Position	Kepemilikan Saham Langsung pada Bank Victoria Direct Share Ownership at Victoria Bank		Kepemilikan Saham Tidak Langsung pada Bank Victoria Indirect Share Ownership at Victoria Bank	
		Lembar Saham Total Shares	Persentase (%) Percentage (%)	Lembar Saham Total Shares	Persentase (%) Percentage (%)
DEWAN KOMISARIS / BOARD OF COMMISSIONERS					
Oliver Simorangkir	Komisaris Utama President Commissioner	-	-	-	-
Gunawan Tenggarahardja	Komisaris / Komisaris Independen Commissioner / Independent Commissioner	-	-	-	-
Zaenal Abidin, PhD	Komisaris / Komisaris Independen Commissioner/ Independent Commissioner	-	-	-	-
DIREKSI / BOARD OF DIRECTORS					
Ahmad Fajar	Direktur Utama President Director	-	-	-	-
Rusli	Wakil Direktur Utama Deputy President Director	-	-	-	-
Lembing	Direktur Bisnis Director of Business	-	-	-	-
Tamunan	Direktur Kepatuhan dan Manajemen Risiko Director of Compliance and Risk Management	-	-	-	-
Debora Wahjutirto Tayono	Direktur Keuangan Director of Finance	-	-	-	-

Daftar Entitas Anak dan/atau Entitas Asosiasi

List of Subsidiaries and/or Associated Entities

Bank Victoria memiliki 1 Entitas Anak, yaitu Bank Victoria Syariah, dan tidak memiliki Entitas Asosiasi. Uraian tentang Bank Victoria Syariah dijelaskan sebagai berikut:

Bank Victoria has 1 Subsidiary, which is Bank Victoria Syariah, and does not have any Associated Entity. Description of Bank Victoria Syariah is described as follows.

Nama Name	Kepemilikan Saham (%) Share Ownership (%)	Bidang Usaha Line of Business	Alamat Address	Tahun Pendirian Year of Incorporation	Status Operasi Operation Status	Total Aset (juta Rupiah) Total Assets (million Rupiah)
Bank Victoria Syariah	99.99	Perbankan Syariah Sharia Banking	Gedung The Victoria Tomang Jl. Tomang Raya Kav. 33-37. Tomang, Jakarta Barat. 11440	1966	Beroperasi In operation	2,126,019

BANK VICTORIA SYARIAH

PT Bank Victoria Syariah didirikan dengan nama PT Bank Swaguna berdasarkan Akta No. 9 tanggal 15 April 1966 yang dibuat di hadapan Notaris Bebas Daeng Lalo. Akta tersebut telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan No. JA.5/79/5 tertanggal 7 November 1967, serta telah didaftarkan pada Daftar Perusahaan di Kantor Panitera Pengadilan Negeri I di Cirebon masing-masing di bawah No. 1/1968 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 42 tanggal 24 Mei 1968. Tambahan No. 62. Akta tersebut kemudian diubah dengan Akta Perubahan Anggaran Dasar No. 4 tanggal 5 September 1967 yang dibuat di hadapan Notaris Bebas Daeng Lalo. Akta perubahan tersebut telah memperoleh persetujuan Menteri Kehakiman Republik Indonesia berdasarkan Surat Keputusan No. JA.5/79/5 tanggal 7 November 1967, serta telah didaftarkan pada Daftar Perusahaan di Kantor Panitera Pengadilan Negeri I di Cirebon masing-masing di bawah No. 2/1968 pada tanggal 10 Januari 1968 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 42 tanggal 24 Mei 1968. Tambahan No. 62.

Pada tahun 2007, Bank Victoria mengakuisisi 99.80% saham Bank Swaguna sebagaimana dicatat dalam Akta No. 15 tanggal 7 September 2007 yang dibuat dihadapan Notaris Veronika Lily Darma, SH. Bank kemudian melakukan penambahan modal kepada Bank Swaguna pada tanggal 13 Desember 2017, sehingga kepemilikan saham Bank menjadi 99.98%.

Selanjutnya, sesuai dengan Akta Pernyataan Keputusan Pemegang Saham No. 5 tanggal 6 Agustus 2009 yang dibuat dihadapan Notaris Erni Rohaini SH, MBA, Bank Swaguna berubah nama menjadi PT Bank Victoria Syariah. Perubahan tersebut telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan No. AHU-02731.AH.01.02.Tahun 2010 tanggal 19 Januari 2010, serta

BANK VICTORIA SYARIAH

PT Bank Victoria Syariah was first incorporated under the name PT Bank Swaguna based on Deed No. 9 dated 15 April 1966, made before Notary Bebas Daeng Lalo. The Deed has obtained ratification from the Minister of Law and Human Rights based on the Decree No. JA.5/79/5 dated 7 November 1967, and has been registered at the Company Register at the Clerk Office of District Court I in Cirebon, respectively under No. 1/1968 and has been announced in the Official Gazette of the Republic of Indonesia No. 42 dated 24 May 1968, Supplement No. 62. The Deed was then amended under Deed of Amendment of Articles of Association No. 4 dated 5 September 1967, made before Notary Bebas Daeng Lalo. The Amendment Deed has obtained approval from the Minister of Justice of the Republic of Indonesia under the Decree No. JA.5/79/5 dated 7 November 1967, and has been registered at the Company Register at the Clerk Office of District Court I in Cirebon, respectively under No. 2/1968 dated 10 January 1968, and has been announced in Official Gazette of the Republic of Indonesia No. 42 dated 24 May 1968, Supplement No. 62.

In 2007, Bank Victoria acquired 99.80% shares of Bank Swaguna, as recorded in Deed No. 15 dated 7 September 2007, made before Notary Veronika Lily Darma, SH. The bank subsequently added capital to Bank Swaguna on 13 December 2017, thus, the Bank's share ownership became 99.98%.

Furthermore, in accordance with the Deed of Shareholder Resolution Statement No. 5 dated 6 August, 2009 made before Notary Erni Rohaini SH, MBA, Bank Swaguna changed its name to PT Bank Victoria Syariah. The amendment has obtained ratification from the Minister of Law and Human Rights based on the Decree No. AHU-02731.AH.01.02.Tahun 2010 dated 19 January 2010, and has been announced in Official Gazette

telah diumumkan dalam Berita Negara Republik Indonesia No. 83 tanggal 15 Oktober 2010. Tambahan No. 31425. Bank Victoria Syariah juga telah memperoleh izin dari Bank Indonesia dalam melakukan perubahan kegiatan usaha, dari sebelumnya bank umum konvensional menjadi bank umum syariah, berdasarkan Keputusan Gubernur Bank Indonesia No. 12/8/KEP.GBI/DpG/2010 tertanggal 10 Februari 2010. Bank Victoria Syariah mulai beroperasi dengan prinsip-prinsip syariah tanggal 1 April 2010.

Anggaran Dasar Bank Victoria Syariah telah mengalami beberapa kali perubahan. Perubahan Anggaran Dasar terakhir berdasarkan Akta Pernyataan Keputusan Rapat Umum Luar Biasa PT Bank Victoria Syariah No. 7 tanggal 6 Februari 2017 yang dibuat dihadapan Notaris Setiawan, SH. Perubahan tersebut telah diterima dan dicatat dalam database Sisminbakum Departemen Hukum dan HAM berdasarkan Surat No. AHU-AH.01.03-0063920 tanggal 13 Februari 2017. Adapun kepemilikan saham Bank Victoria pada Bank Victoria Syariah per Desember 2017 adalah sebesar 99.99%.

DEWAN KOMISARIS, DIREKSI DAN PENGAWAS SYARIAH

Berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa PT Bank Victoria Syariah No. 30 Tanggal 18 Mei 2018 yang dibuat di hadapan Notaris Surjadi, SH., MKn., MM., MH, susunan Dewan Komisaris, Direksi, dan Dewan Pengawas Syariah Bank Victoria Syariah sebagai berikut:

DEWAN KOMISARIS

Komisaris Utama	
(Komisaris Independen)	: Sugiharto, SE
Komisaris Independen	: Djoko Nugroho
Komisaris Independen	: Sari Idayanti

DIREKSI

Direktur Utama	: Firman Ananda Moeis
Direktur	: Andy Sundoro
Direktur	: Deddy Effendi Ridwan
Direktur Kepatuhan	: Nurani Raswindriati

DEWAN PENGAWAS SYARIAH

Ketua	: Prof. DR. H. Hasanuddin AF. MA
Anggota	: Prof. DR Hj. Huzaemah Tahido Yanggo

PRODUK-PRODUK BANK VICTORIA SYARIAH

TABUNGAN VISYA IB

Simpanan dalam bentuk investasi Syariah dengan prinsip bagi hasil yang saling menguntungkan.

TABUNGAN V-PLAN IB

Simpanan dengan prinsip Mudharabah (Bagi Hasil) yang penarikannya memiliki jangka waktu sesuai kesepakatan dengan nasabah.

of the Republic of Indonesia No. 83 dated 15 October 2010, Supplement No. 31425. Bank Victoria Syariah has also obtained license from Bank Indonesia to change its business activities, from conventional commercial bank to sharia commercial bank, based on the Decree of Governor of Bank Indonesia No. 12/8/KEP.GBI/DpG/2010 dated 10 February 2010. Bank Victoria Syariah started its operations on sharia principles dated 1 April 2010.

Bank Victoria Syariah's Articles of Association have been amended several times. The latest Amendment of the Articles of Association was based on the Deed of Extraordinary General Meeting Resolution Statement of PT Bank Victoria Syariah No. 7 dated 6 February 2017, made before Notary Setiawan, SH. The Amendment has been received and recorded in the Sisminbakum database of the Department of Law and Human Rights based on Letter No. AHU-AH.01.03-0063920 dated 13 February 2017. The share ownership of Bank Victoria at Bank Victoria Syariah per December 2017 was 99.99%.

BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND SHARIA SUPERVISORY BOARD

Based on Deed of Extraordinary General Meeting of Shareholders Resolution Statement of PT Bank Victoria Syariah No. 30 dated 18 May 2018, made before Notary Surjadi, SH., MKn., MM., MH, the composition of the Board of Commissioners, Board of Directors, and Sharia Supervisory Board of Bank Victoria Syariah are as follows.

BOARD OF COMMISSIONERS

President Commissioner	
(Independent Commissioner)	: Sugiharto, SE
Independent Commissioner	: Djoko Nugroho
Independent Commissioner	: Sari Idayanti

BOARD OF DIRECTORS

President Director	: Firman Ananda Moeis
Director	: Andy Sundoro
Director	: Deddy Effendi Ridwan
Director of Compliance	: Nurani Raswindriati

SHARIA SUPERVISORY BOARD

Chairman	: Prof. DR. H. Hasanuddin AF. MA
Member	: Prof. DR Hj. Huzaemah Tahido Yanggo

PRODUCTS OF BANK VICTORIA SYARIAH

VISYA IB SAVINGS

Savings in the form of Sharia investment by the principle of mutually beneficial profit sharing.

V-PLAN IB SAVINGS

Savings by the principle of Mudharabah (Profit Sharing) in which the withdrawal has a time period as agreed by the customers.

TABUNGAN V-BISNIS IB

Jenis Tabungan dengan prinsip mudharabah (BagiHasil), diperuntukkan bagi nasabah Perorangan dan Perusahaan yang mendapatkan Bagi Hasil Setara Deposito.

TABUNGAN VISYA PAYROLL IB

Tabungan yang menggunakan akad Mudharabah dan diperuntukkan untuk pembayaran payroll ke karyawan.

TABUNGAN VIS XTRA BERHADIAH IB

Tabungan yang diperuntukkan bagi perorangan dan perusahaan yang mendapat hadiah diawal sesuai keinginan nasabah dengan penempatan nominal dana tertentu dan jangka waktu tertentu (1, 3, 6, 12 bulan).

TABUNGAN SIMPEL IB

Tabungan untuk pelajar dengan persyaratan mudah dan fitur yang menarik dalam rangka edukasi perbankan untuk mendorong budaya menabung sejak dini.

UKM VIS IB

Pembiayaan untuk investasi usaha/pembiayaan modal kerja (pembiayaan kas, piutang usaha maupun persediaan) dengan pengembalian sesuai dengan akad pembiayaan yang disepakati antara Bank dan pelaku usaha UKM.

PPM VIS IB

Fasilitas pembiayaan kepemilikan mobil untuk keperluan konsumtif yang diberikan kepada nasabah perorangan dengan akad murabahah dimana Bank Victoria Syariah menjual mobil kepada nasabah sebesar harga pokok ditambah margin yang disepakati.

KMG VIS IB

Produk pembiayaan kepemilikan barang multiguna untuk kebutuhan konsumtif yang diberikan kepada nasabah perorangan dengan akad murabahah dimana Bank Victoria Syariah menjual barang/benda kepada nasabah sebesar harga pokok ditambah dengan margin keuntungan yang disepakati.

PPR VIS IB

Fasilitas pembiayaan kepemilikan rumah untuk keperluan konsumtif yang diberikan kepada nasabah perorangan dengan akad murabahah dimana Bank Victoria Syariah membiayai pembelian rumah kepada nasabah sebesar harga pokok ditambah margin yang disepakati.

KOMERSIAL BVIS IB

Pembiayaan produktif untuk usaha Komersial dengan menggunakan Akad Jual Beli dan Bagi Hasil dan sesuai dengan syarat dan ketentuan yang berlaku.

V-BISNIS IB SAVINGS

Type of Savings by the principle of Mudharabah (Profit Sharing) for Individual and Corporate customers that will receive Profit Sharing Equal to Time Deposits.

VISYA PAYROLL IB SAVINGS

Savings by the principle of Mudharabah agreement for payment of payrolls to the employees.

VIS XTRA WITH IB PRIZE SAVINGS

Savings for individual and corporate who will receive prize in the beginning in accordance with the customer's needs by placing certain amount of fund in a certain period of time (1, 3, 6, 12 months)

SIMPEL IB SAVINGS

Savings for students with simple requirements and interesting features in the framework of banking education to encourage savings culture early.

VIS IB SME

Financing for business investment/working capital (financing of cash, business receivables, or inventories) with returns in accordance with the financing agreement made between the Bank and the SME business actors.

VIS IB PPM (CAR OWNERSHIP PROGRAM)

Financing facility for car ownership for consumptive purpose given to individual customer by murabahah agreement where Bank Victoria Syariah sells car to customer at principal cost plus the agreed margin.

VIS IB MULTIPURPOSE

Financing product for multipurpose goods ownership given to individual customer by murabahah agreement where Bank Victoria Syariah sells goods/objects to customer at principal cost plus the agreed profit margin.

VIS IB PPR (HOME OWNERSHIP PROGRAM)

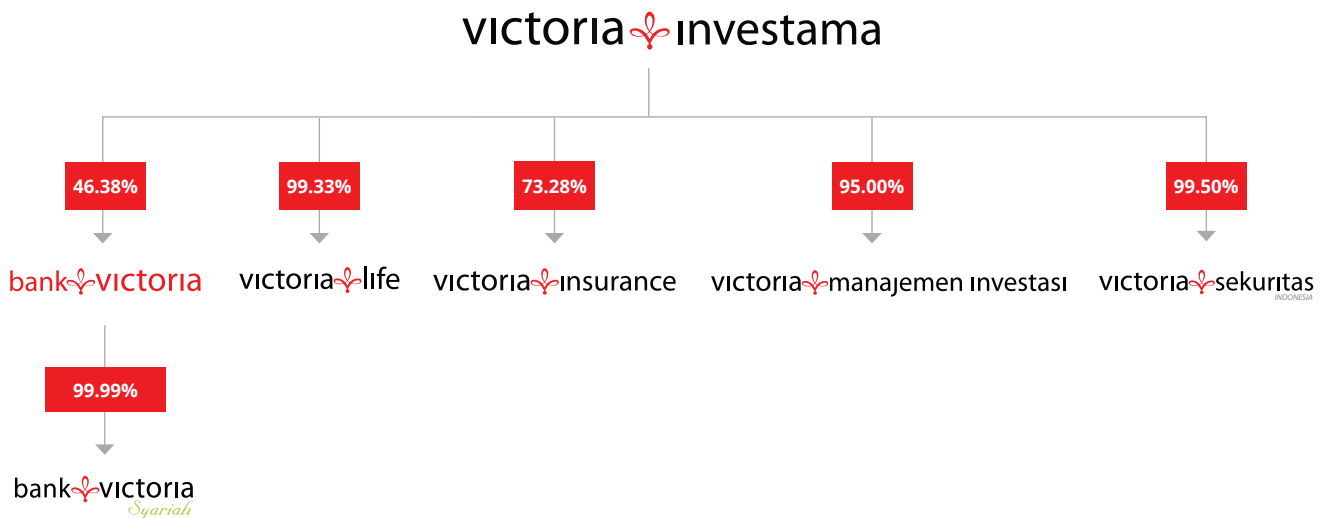
Financing facility for home ownership for consumptive purpose given to individual customer by murabahah agreement where Bank Victoria Syariah finance a house purchase to customer at principal cost plus the agreed margin.

BVIS IB COMMERCIAL

Productive financing for Commercial business by using the Sale and Purchase Agreement and Profit Sharing and in accordance with the applicable terms and conditions.

Struktur Grup Perusahaan

Company's Group Structure



Sampai dengan tahun 2018 Bank Victoria tidak memiliki Entitas Induk, perusahaan *joint venture*, dan *Special Purpose Vehicle* (SPV).

Until 2018, Bank Victoria did not have Parent Entity, joint-venture company, and Special Purpose Vehicle (SPV).

Kronologi Penerbitan Saham

Chronology of Share Listing

Bank Victoria pertama kali memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal (Bapepam) melalui Surat Keputusan No. S-835/PM/1999 tanggal 4 Juni 1999 untuk melakukan penawaran umum kepada masyarakat sejumlah 250.000.000 saham dengan nilai nominal dan harga penawaran sebesar Rp100.- per saham, dengan disertai sejumlah 80.000.000 Waran Seri I. Penawaran tersebut telah dicatatkan pada Bursa Efek Jakarta pada tanggal 30 Juni 1999.

Pada tanggal 14 Agustus 2000, Bank memperoleh pernyataan efektif dari Ketua Bapepam melalui Surat No. S-2044/PM/2000 untuk melakukan Penawaran Umum Terbatas (PUT) I kepada para Pemegang Saham dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 614.000.000 saham dengan nilai nominal Rp100.- yang akan ditawarkan dengan harga Rp115.- per saham, dengan disertai sejumlah 85.960.000 Waran Seri II. Pada tanggal 28 September 2000, Bank telah mencatatkan saham dan Waran Seri II di Bursa Efek Jakarta. Dari total PUT I tersebut, jumlah yang diambil oleh Pemegang Saham yang berhak sejumlah 100.000.000 saham.

Bank Victoria first obtained an effective statement from the Chairman of Capital Market Supervisory Agency (Bapepam) through Decree No. S-835/PM/1999 dated 4 June 1999 to conduct public offering to the public for 250,000,000 shares with nominal value and offering price of Rp100 per share, accompanied with 80,000,000 Series I Warrants. These offers were listed at Jakarta Stock Exchange on 30 June 1999.

On 14 August 2000, the Bank obtained effective statement from the Chairman of Bapepam under Letter No. S-2044/PM/2000 to conduct Limited Public Offering (PUT) I to the Shareholders in the framework of issuance of Pre-emptive Rights (HMETD) of 614,000,000 shares with nominal value of Rp100, with offering price of Rp115 per share, accompanied with 85,960,000 Series II Warrants. On 28 September 2000, the Bank recorded its shares and Series II Warrants at Jakarta Stock Exchange. From total PUT I, the shares that were undertaken by the entitled Shareholders were 100,000,000 shares.

Pada tanggal 21 Februari 2003. Bank memperoleh pernyataan efektif dari Ketua Bapepam melalui Surat No. S-36/PM/2003 untuk melakukan PUT II dengan HMETD sejumlah 705.243.360 saham dengan nilai nominal Rp100.- per saham yang akan ditawarkan dengan harga Rp100.- per saham. dengan disertai sejumlah 423.146.016 Waran Seri III. Bank telah mencatatkan saham dan Waran Seri III di Bursa Efek Jakarta pada tanggal 20 Maret 2003. Dari total PUT II tersebut. jumlah yang diambil oleh Pemegang Saham yang berhak sejumlah 400.000.000 saham.

Pada tanggal 12 Juni 2006. Bank memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) melalui Surat No. S-452/BL/2006 untuk melakukan PUT III sejumlah 670.363.760 saham dengan nilai nominal Rp100.- yang akan ditawarkan dengan harga Rp115.- per saham. dengan disertai sejumlah 469.277.676 Waran Seri IV. Pada tanggal 13 Juli 2006. Bank telah mencatatkan saham dan Waran Seri IV di Bursa Efek Jakarta. Dari total PUT III tersebut. jumlah yang diambil oleh Pemegang Saham yang berhak sejumlah 670.363.760 saham.

Pada tanggal 26 Juni 2008. Bank memperoleh pernyataan efektif dari Ketua Bapepam-LK melalui Surat No. S-4114/BL/2008 untuk melakukan PUT IV sejumlah 1.167.498.560 saham dengan nilai nominal dan harga yang ditawarkan sebesar Rp100.- per saham. dengan disertai sejumlah 630.449.220 Waran Seri V. Bank telah mencatatkan saham dan Waran Seri V di Bursa Efek Indonesia pada tanggal 11 Juli 2008.

Pada tanggal 17 Juni 2011. Bank memperoleh pernyataan efektif dari Ketua Bapepam-LK melalui Surat No. S-6737/BL/2011 untuk melakukan PUT V sejumlah 1.954.919.259 saham dengan nilai nominal Rp100.- yang akan ditawarkan dengan harga Rp100.- per saham. dengan disertai sejumlah 1.448.939.990 Waran Seri VI. Bank telah mencatatkan saham dan Waran Seri V di Bursa Efek Indonesia pada tanggal 4 Juli 2011.

Pada tahun 2016. Bank melakukan Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu (PMTHMETD) oleh Deutsche Investitions-und Entwicklungsgesellschaft mbH sejumlah 780.394.335 saham dengan nilai nominal Rp100.- per lembar saham.

Dengan demikian. sampai dengan akhir tahun 2018, Bank Victoria telah mengeluarkan sebanyak 8.761.048.162 lembar saham yang telah tercatat pada Bursa Efek Indonesia sebanyak 78.906.538 lembar saham sesuai dengan ketentuan Peraturan Pemerintah No. 29 tahun 1999 tentang Pembelian Saham Bank Umum.

On 21 February 2003, the Bank obtained effective statement from the Chairman of Bapepam under Letter No. S-36/PM/2003 to conduct PUT II with Pre-emptive Rights (HMETD) of 705,243,360 shares with nominal value of Rp100 per share with offering price of Rp100 per share, accompanied with 423,146,016 Series III Warrants. The Bank recorded its shares and Series III Warrants at Jakarta Stock Exchange on 20 March 2003. From total PUT II, the shares that were undertaken by the entitled Shareholders were 400,000,000 shares.

On 12 June 2006, the Bank obtained effective statement from the Chairman of Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) through Letter No. S-452/BL/2006 to conduct PUT III of 670,363,760 shares with nominal value of Rp100 with offering price of Rp115 per share, accompanied with 469,277,676 Series IV Warrants. On 13 July 2006, the Bank recorded its shares and Series IV Warrants at Jakarta Stock Exchange. From total PUT III, the shares that were undertaken by the entitled Shareholders were 670,363,760 shares.

On 26 June 2008, the Bank obtained effective statement from the Chairman of Bapepam-LK with Letter No. S-4114/BL/2008 to conduct PUT IV of 1,167,498,560 shares with nominal value and offering price of Rp100 per share, accompanied with 630,449,220 Series V Warrants. The Bank recorded its shares and Series V Warrants at Indonesia Stock Exchange on 11 July 2008.

On 17 June 2011, the Bank obtained effective statement from the Chairman of Bapepam-LK with Letter No. S-6737/BL/2011 to conduct PUT V of 1,954,919,259 shares with nominal value of Rp100 with offering price of Rp100 per share, accompanied with 1,448,939,990 Series VI Warrants. The Bank recorded its shares and Series V Warrants at Indonesia Stock Exchange on 4 July 2011.

In 2016, the Bank added Equity without Pre-emptive Rights (PMTHMETD) by Deutsche Investitions Und Entwicklungsgesellschaft MbH of 780,394,335 shares at nominal value of Rp100 per share.

Therefore, until the end of 2018, Bank Victoria had issued a number of 8,761,048,162 shares that have been registered on Indonesia Stock Exchange of 78,906,538 shares in accordance with the provisions of Government Regulation No. 29 of 1999 on Shares Purchase of Commercial Banks.

Tabel Kronologi Pencatatan Saham Bank Victoria
Table of Chronology of Share Listing of Bank Victoria

Keterangan	Jumlah Saham yang Diterbitkan Total Issued Shares	Nilai Nominal (Rp) Nominal Value (Rp)	Harga yang Ditawarkan (Rp) Offering Price (Rp)	Jumlah Saham yang Beredar Total Outstanding Shares	Description
Saham pendiri	250,000,000	100	-	250,000,000	Founders' shares
Saham dari kapitalisasi saldo laba	34,000,000	100	-	284,000,000	Shares from capitalization of retained earnings
Penawaran Umum Perdana pada tahun 1999	250,000,000	100	100	534,000,000	Initial Public Offering in 1999

Keterangan	Jumlah Saham yang Diterbitkan Total Issued Shares	Nilai Nominal (Rp) Nominal Value (Rp)	Harga yang Ditawarkan (Rp) Offering Price (Rp)	Jumlah Saham yang Beredar Total Outstanding Shares	Description
Penawaran Umum Terbatas I dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2000	100,000,000	100	115	634,000,000	Limited Public Offering I with Pre-emptive Rights (Right Issue) in 2000
Pelaksanaan Waran Seri I dan II pada tahun 2002	66,793,400	100	-	700,793,400	Exercise of Series I and II Warrants in 2002
Penawaran Umum Terbatas II dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2003	400,000,000	100	100	1,100,793,400	Limited Public Offering II with Pre-emptive Rights (Right Issue) in 2003
Pelaksanaan Waran Seri III pada tahun 2004	193,799,960	100	-	1,294,593,360	Exercise of Series III Warrants in 2004
Pelaksanaan Waran Seri III pada tahun 2006	46,200,000	100	-	1,340,793,360	Exercise of Series III Warrants in 2006
Penawaran Umum Terbatas III dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2006	670,363,760	100	115	2,011,157,120	Limited Public Offering III with Pre-emptive Rights (Right Issue) in 2006
Pelaksanaan Waran Seri IV pada tahun 2007	323,840,000	100	100	2,334,997,120	Exercise of Series IV Warrants in 2007
Penawaran Umum Terbatas IV dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2008	1,167,498,560	100	100	3,502,495,680	Limited Public Offering IV with Pre-emptive Rights (Right Issue) in 2008
Pelaksanaan Waran Seri IV dan V pada tahun 2009	344,244,500	100	100	3,846,740,180	Exercise of Series IV and V Warrants in 2009
Pelaksanaan Waran Seri IV dan V pada tahun 2010	249,707,135	100	100	4,096,447,315	Exercise of Series IV and V Warrants in 2010
Penawaran Umum Terbatas V dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2011	1,954,919,259	100	100	6,051,366,574	Limited Public Offering V with Pre-emptive Rights (Right Issue) in 2011
Penerbitan Saham Tanpa Hak Memesan Efek Terlebih Dahulu pada tahun 2011	414,580,000	100	100	6,465,946,574	Issuance of Shares without Pre-emptive Rights in 2011
Pelaksanaan Waran Seri IV dan V pada tahun 2011	81,724,314	100	100	6,547,670,888	Exercise of Series IV and V Warrants in 2011
Pelaksanaan Waran Seri V dan VI pada tahun 2012	56,673,554	100	100	6,604,344,442	Exercise of Series V and VI Warrants in 2012
Pelaksanaan Waran Seri V dan VI pada tahun 2013	25,923,831	100	100	6,630,268,273	Exercise of Series V and VI Warrants in 2013
Pelaksanaan Waran Seri VI pada tahun 2014	508,898,707	100	100	7,139,166,980	Exercise of Series VI Warrants in 2014
Pelaksanaan Waran Seri VI pada tahun 2015	300	100	100	7,139,167,280	Exercise of Series VI Warrants in 2015
Pelaksanaan Waran Seri VI pada tahun 2016	751,486,547	100	100	7,890,653,827	Exercise of Series VI Warrants in 2016
Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu oleh Deutsche Investitions-und Entwicklungsgesellschaft mbH pada tahun 2016	780,394,335	100	100	8,671,048,162	Capital Increase Without Pre-emptive Rights by Deutsche Investitions-und Entwicklungsgesellschaft mbH in 2016
Jumlah Modal Saham yang Ditempatkan dan Disetor Penuh				8,671,048,162	Total Number of Shares Issued and Fully Paid

Kronologi Penerbitan Obligasi

Chronology of Bond Listing

Bank Victoria pertama kali memperoleh pernyataan efektif dari Ketua Bapepam pada tanggal 28 Desember 1999 melalui Surat No. S-2683/PM/1999 untuk melakukan penawaran umum Obligasi Bank Victoria I Tahun 2000 dengan tingkat bunga tetap dan mengambang sejumlah Rp100.000.000.000,- yang terbagi dalam 2 seri Obligasi, yaitu Seri A sejumlah Rp75.000.000.000,- dan seri B sejumlah Rp25.000.000.000,-. Pada tanggal 14 Maret 2000, Bank telah mencatatkan obligasinya di Bursa Efek Surabaya.

Pada tanggal 9 Maret 2007, Bank memperoleh pernyataan efektif dari Ketua Bapepam-LK melalui Surat No. S-1080/BL/2007 untuk melakukan penawaran umum Obligasi Bank Victoria II Tahun 2007 dengan tingkat bunga tetap dan Obligasi Subordinasi Bank Victoria I Tahun 2007 dengan tingkat bunga tetap masing-masing sejumlah Rp200.000.000.000,-. Bank telah mencatatkan obligasi-obligasi tersebut di Bursa Efek Indonesia tanggal 22 Maret 2007.

Pada tanggal 19 Juni 2012, Bank memperoleh pernyataan efektif dari Ketua Bapepam-LK melalui Surat No. S-7574/BL/2012 untuk melakukan penawaran umum Obligasi Bank Victoria III Tahun 2012 dengan tingkat bunga tetap dan Obligasi Subordinasi Bank Victoria II Tahun 2012 dengan tingkat bunga tetap masing-masing sejumlah Rp200.000.000.000,- dan Rp300.000.000.000,-. Pada tanggal 28 Juni 2012, Bank telah mencatatkan obligasi-obligasi tersebut di Bursa Efek Indonesia.

Pada tanggal 19 Juni 2013, Bank memperoleh pernyataan efektif dari Dewan Komisiner Otoritas Jasa Keuangan melalui Surat No. S-179/D.04/2013 untuk melakukan penawaran umum Obligasi Bank Victoria IV Tahun 2013 dengan tingkat bunga tetap dan Obligasi Subordinasi Bank Victoria III Tahun 2013 dengan tingkat bunga tetap masing-masing sejumlah Rp200.000.000.000,- dan Rp300.000.000.000,-. Bank telah mencatatkan obligasi-obligasi tersebut di Bursa Efek Indonesia tertanggal 28 Juni 2013.

Pada tanggal 21 Juni 2017, Bank memperoleh pernyataan efektif dari Dewan Komisiner Otoritas Jasa Keuangan melalui Surat No. S-340/D.04/2017 untuk melakukan penawaran umum Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dengan masing-masing sejumlah Rp300.000.000.000,- dan Rp50.000.000.000,-. Pencatatan obligasi tersebut telah disetujui Bursa Efek Indonesia pada tanggal 10 Juli 2017 melalui Surat No. S-03731/BEI.PP2/07-2017. Pada tanggal 12 Juli 2017, Bank telah mencatatkan obligasi-obligasi tersebut di Bursa Efek Indonesia. Kemudian pada tanggal 5 Juni 2018, Bank menerbitkan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap Seri A sebesar Rp. 100.000.000.000,-, Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap Seri B sebesar Rp. 200.000.000.000,- dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap sebesar Rp. 350.000.000.000,-.

Bank Victoria first obtained an effective statement from the Chairman of Bapepam on 28 December 1999 through Letter No. S-2683/PM/1999 to conduct public offering of Bank Victoria Bond I of 2000 at fixed and floating interest rate of Rp100,000,000,000, which is divided into 2 Bond series, which are Series A of Rp75,000,000,000 and Series B of Rp25,000,000,000. On 14 March 2000, the Bank listed its Bonds at Surabaya Stock Exchange.

On 9 March 2007, the Bank obtained effective statement from the Chairman of Bapepam-LK with Letter No. S-1080/BL/2007 to conduct public offering of Bank Victoria Bond II of 2007 at fixed interest rate and Bank Victoria Subordinated Bond I of 2007 at fixed interest rate, each of Rp200,000,000,000. The Bank recorded its Bonds at Indonesia Stock Exchange on 22 March 2007.

On 19 June 2012, the Bank obtained effective statement from the Chairman of Bapepam-LK with Letter No. S-7574/BL/2012 to conduct public offering of Bank Victoria Bond III of 2012 at fixed interest rate and Bank Victoria Subordinated Bond II of 2012 at fixed interest rate, respectively of Rp200,000,000,000 and Rp300,000,000,000. On 28 June 2012, the Bank recorded its Bonds at Indonesia Stock Exchange.

On 19 June 2013, the Bank obtained effective statement from the Board of Commissioner of Financial Services Authority with Letter No. S-179/D.04/2013 to conduct public offering of Bank Victoria Bond IV of 2013 at fixed interest rate and Bank Victoria Subordinated Bond III of 2013 at fixed interest rate, respectively of Rp200,000,000,000 and Rp300,000,000,000. The Bank recorded its Bonds at Indonesia Stock Exchange on 28 June 2013.

On 21 June 2017, the Bank obtained effective statement from the Board of Commissioner of Financial Services Authority with Letter No. S-340/D.04/2017 to conduct public offering of Bank Victoria Continuous Bond I Phase I of 2017 and Bank Victoria Continuous Subordinated Bond I Phase I of 2017, respectively of Rp300,000,000,000 and Rp50,000,000,000. This bond listing had been approved by Indonesia Stock Exchange on 10 July 2017 through Letter No. S-03731/BEI.PP2/07-2017. On 12 July 2017, the Bank recorded its Bonds at Indonesia Stock Exchange. Then, on 5 June 2018, Bank Victoria issued Bank Victoria Continuous Bond I Phase II of 2018 at fixed interest rate A Series of Rp 100,000,000,000, Bank Victoria Continuous Bond I Phase II of 2018 at fixed interest rate B Series of Rp 200,000,000,000, and Bank Victoria Continuous Subordinated Bond I Phase II of 2018 at fixed interest rate of Rp 350,000,000,000.

Tabel Kronologi Pencatatan Obligasi Bank Victoria
Table of Chronology of Bond Listing of Bank Victoria

Obligasi Bonds	Jumlah (juta Rp) Total (million Rp)	Tenor (Tahun) Tenor (Year)	Tingkat Suku Bunga (%) Interest Rates (%)	Tanggal Terbit Issuance Dates	Tanggal Jatuh Tempo Maturity Dates	Peringkat Saat Diterbitkan Ratings At Issuance	Peringkat Terakhir Latest Ratings	Status Pembayaran Payment Status
Obligasi Bank Victoria I Tahun 2000 dengan tingkat bunga tetap Seri A Bank Victoria Series A Bond I of 2000 at fixed interest rate	75,000	7	16.25	3 Maret 2000 3 March 2000	3 Maret 2007 3 March 2007	BBB+ dari PT Kasnic Duff dan Phelps <i>Credit rating</i> Indonesia BBB+ from PT Kasnic Duff and Phelps Credit Rating Indonesia	BBB+ dari PT Kasnic Duff dan Phelps <i>Credit rating</i> Indonesia BBB+ from PT Kasnic Duff and Phelps Credit Rating Indonesia	Lunas Paid
Obligasi Bank Victoria I Tahun 2000 dengan tingkat bunga mengambang Seri B Bank Victoria Series B Bond I of 2000 at floating interest rate	25,000	7	16.00 (kupon bunga ke-1 dan 2) serta mengambang (kupon bunga ke-3 sampai ke-28) 16.00 (1st and 2nd interest coupon) and floating (3rd to 28th interest coupon)	3 Maret 2000 3 March 2000	3 Maret 2007 3 March 2007	BBB+ dari PT Kasnic Duff dan Phelps <i>Credit rating</i> Indonesia BBB+ from PT Kasnic Duff and Phelps Credit Rating Indonesia	BBB+ dari PT Kasnic Duff dan Phelps <i>Credit rating</i> Indonesia BBB+ from PT Kasnic Duff and Phelps Credit Rating Indonesia	Lunas Paid
Obligasi Bank Victoria II Tahun 2007 dengan tingkat bunga tetap Bank Victoria Bond II of 2007 at fixed interest rate	200,000	5	12.00	21 Maret 2007 21 March 2007	21 Maret 2012 21 March 2012	A3.id dari PT Moody's Indonesia (setara A-. Kasnic) A3.id from PT Moody's Indonesia (equal to A-, Kasnic)	A3.id dari PT Moody's Indonesia (setara A-. Kasnic) A3.id from PT Moody's Indonesia (equal to A-, Kasnic)	Lunas Paid
Obligasi Subordinasi Bank Victoria I Tahun 2007 dengan tingkat bunga tetap Bank Victoria Subordinated Bond I of 2007 at fixed interest rate	200,000	10	12.50 (tahun ke-1 sampai ke-5) serta 21.50 (tahun ke-6 sampai ke-10) 12.50 (1st year to 5th year) and 21.50 (6th year to 10th year)	21 Maret 2007 21 March 2017	21 Maret 2017 21 March 2017	Baa2.id dari PT Moody's Indonesia (setara BBB. Kasnic) Baa2.id from PT Moody's Indonesia (equal to BBB, Kasnic)	Baa2.id dari PT Moody's Indonesia (setara BBB. Kasnic) Baa2.id from PT Moody's Indonesia (equal to BBB, Kasnic)	Lunas Paid
Obligasi Bank Victoria III Tahun 2012 dengan tingkat bunga tetap Bank Victoria Bond III of 2012 at fixed interest rate	200,000	5	10.00	27 Juni 2012 27 June 2012	27 Juni 2017 27 June 2017	idBBB+ (Triple B plus) dari PT Pemeringkat Efek Indonesia (PEFINDO)	idBBB+ (Triple B plus) dari PT Pemeringkat Efek Indonesia (PEFINDO)	Lunas Paid
Obligasi Subordinasi Bank Victoria II Tahun 2012 dengan tingkat bunga tetap Bank Victoria Bond III of 2012 at fixed interest rate	300,000	7	11.00	27 Juni 2012 27 June 2012	27 Juni 2019 27 June 2019	idBBB+ (Triple B) dari PT Pemeringkat Efek Indonesia (PEFINDO) IdBBB+ (Triple B Plus) from PT Pemeringkat Efek Indonesia (PEFINDO)	idBBB+ (Triple B Plus) dari PT Pemeringkat Efek Indonesia (PEFINDO) IdBBB+ (Triple B Plus) from PT Pemeringkat Efek Indonesia (PEFINDO)	Belum Lunas Not Paid

Obligasi Bonds	Jumlah (juta Rp) Total (million Rp)	Tenor (Tahun) Tenor (Year)	Tingkat Suku Bunga (%) Interest Rates (%)	Tanggal Terbit Issuance Dates	Tanggal Jatuh Tempo Maturity Dates	Peringkat Saat Diterbitkan Ratings At Issuance	Peringkat Terakhir Latest Ratings	Status Pembayaran Payment Status
Obligasi Bank Victoria IV Tahun 2013 dengan tingkat bunga tetap Bank Victoria Bond IV of 2013 at fixed interest rate	200,000	5	9.50	27 Juni 2013 27 June 2013	27 Juni 2018 27 June 2018	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	Belum Lunas Not Paid
Obligasi Subordinasi Bank Victoria III Tahun 2013 dengan tingkat bunga tetap Bank Victoria Subordinated Bond III of 2013 at fixed interest rate	300,000	7	10.50	27 Juni 2013 27 June 2013	27 Juni 2020 27 June 2020	idBBB+ (Triple B Plus) dari PT Pemeringkat Efek Indonesia (PEFINDO)	idBBB+ (Triple B Plus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB+ (Triple B Plus) from PT Pemeringkat Efek Indonesia (PEFINDO)	Belum Lunas Not Paid
Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dengan tingkat bunga tetap Bank Victoria Continuous Bond I Phase I of 2017 at fixed interest rate	300,000	5	10.30	11 Juli 2017 11 July 2017	11 Juli 2022 11 July 2022	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	Belum Lunas Not Paid
Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dengan tingkat bunga tetap Bank Victoria Continuous Subordinated Bond I Phase I of 2017 at fixed interest rate	50,000	7	11.00	11 Juli 2017 11 July 2017	11 Juli 2024 11 July 2024	idBBB (Triple B) dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB (Triple B) from PT Pemeringkat Efek Indonesia (PEFINDO)	idBBB (Triple B) dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB (Triple B) from PT Pemeringkat Efek Indonesia (PEFINDO)	Belum Lunas Not Paid
Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap Seri A Bank Victoria Continuous Bond I Phase II of 2018 at fixed interest rate A Series	100,000	3	9.70	5 Juni 2018 5 June 2018	5 Juni 2021 5 June 2021	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) Bank Victoria Continuous Bond I Phase II of 2018 at fixed interest rate A Series idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	Belum Lunas Not Paid
Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap Seri B Bank Victoria Continuous Bond I Phase II of 2018 at fixed interest rate B Series	200,000	5	10.30	5 Juni 2018 05 June 2018	5 Juni 2023 05 June 2023	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	idA- (Single A Minus) dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	Belum Lunas Not Paid

Obligasi Bonds	Jumlah (juta Rp) Total (million Rp)	Tenor (Tahun) Tenor (Year)	Tingkat Suku Bunga (%) Interest Rates (%)	Tanggal Terbit Issuance Dates	Tanggal Jatuh Tempo Maturity Dates	Peringkat Saat Diterbitkan Ratings At Issuance	Peringkat Terakhir Latest Ratings	Status Pembayaran Payment Status
Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap Bank Victoria Continuous Subordinated Bond I Phase II of 2018 at fixed interest rate	350,000	7	11.00	5 Juni 2018 05 June 2018	5 Juni 2025 05 June 2025	idBBB (Triple B) dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB (Triple B) from PT Pemeringkat Efek Indonesia (PEFINDO)	idBBB (Triple B) dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB (Triple B) from PT Pemeringkat Efek Indonesia (PEFINDO)	Belum Lunas Not Paid

Catatan :

- a. Peringkat terakhir Obligasi Bank Victoria I Tahun 2000 dengan tingkat bunga tetap Seri A dan Obligasi Bank Victoria I Tahun 2000 dengan tingkat bunga mengambang Seri B adalah per Maret 2007; sedangkan
- b. Peringkat terakhir Obligasi Bank Victoria II Tahun 2007 dengan tingkat bunga tetap dan Obligasi Subordinasi I Bank Victoria Tahun 2007 dengan tingkat bunga tetap adalah per Maret 2012.
- c. Peringkat terakhir Obligasi Bank Victoria IV Tahun 2013 dengan tingkat bunga tetap adalah per April 2018.

Notes:

- a. Latest ratings of Bank Victoria Bond I Series A of 2000 at fixed interest rate and Bank Victoria Bond I Series B of 2000 at floating interest rate was per March 2007; whereas
- b. Latest ratings of Bank Victoria Bond II of 2007 at fixed interest rate and Bank Victoria Subordinated Bond I of 2007 at fixed interest rate was per March 2012.
- c. Latest ratings of Bank Victoria Bond IV of 2013 at fixed interest rate was per April 2018.

Tabel Jadwal Pembayaran Bunga Obligasi dan Obligasi Subordinasi Bank Victoria
Table of Payment Schedule of Bond Interest and Subordinated Bond of Bank Victoria

Nama Obligasi Name of Bond	Tanggal Pembayaran Bunga Date of Interest Payment	Status Pembayaran Payment Status	Nama Obligasi Name of Bond	Tanggal Pembayaran Bunga Date of Interest Payment	Status Pembayaran Payment Status
Obligasi Bank Victoria III Tahun 2012 dengan tingkat bunga tetap Bank Victoria Bond III of 2012 at fixed interest rate	27 September 2012 27 September 2012	Lunas Paid	Obligasi Subordinasi Bank Victoria II Tahun 2012 Dengan Tingkat Bunga Tetap Bank Victoria Subordinated Bond II of 2012 at Fixed Interest Rate	27 September 2012 27 September 2012	Lunas Paid
	27 Desember 2012 27 December 2012	Lunas Paid		27 Desember 2012 27 December 2012	Lunas Paid
	27 Maret 2013 27 March 2013	Lunas Paid		27 Maret 2013 27 March 2013	Lunas Paid
	27 Juni 2013 27 June 2013	Lunas Paid		27 Juni 2013 27 June 2013	Lunas Paid
	27 September 2013 27 September 2013	Lunas Paid		27 September 2013 27 September 2013	Lunas Paid
	27 Desember 2013 27 December 2013	Lunas Paid		27 Desember 2013 27 December 2013	Lunas Paid
	27 Maret 2014 27 March 2014	Lunas Paid		27 Maret 2014 27 March 2014	Lunas Paid
	27 Juni 2014 27 June 2014	Lunas Paid		27 Juni 2014 27 June 2014	Lunas Paid
	27 September 2014 27 September 2014	Lunas Paid		27 September 2014 27 September 2014	Lunas Paid
	27 Desember 2014 27 December 2014	Lunas Paid		27 Desember 2014 27 December 2014	Lunas Paid
	27 Maret 2015 27 March 2015	Lunas Paid		27 Maret 2015 27 March 2015	Lunas Paid
	27 Juni 2015 27 June 2015	Lunas Paid		27 Juni 2015 27 June 2015	Lunas Paid
	27 September 2015 27 September 2015	Lunas Paid		27 September 2015 27 September 2015	Lunas Paid
	27 Desember 2015 27 December 2015	Lunas Paid		27 Desember 2015 27 December 2015	Lunas Paid
	27 Maret 2016 27 March 2016	Lunas Paid		27 Maret 2016 27 March 2016	Lunas Paid

Nama Obligasi Name of Bond	Tanggal Pembayaran Bunga Date of Interest Payment	Status Pembayaran Payment Status	Nama Obligasi Name of Bond	Tanggal Pembayaran Bunga Date of Interest Payment	Status Pembayaran Payment Status
	27 Juni 2016 27 June 2016	Lunas Paid		27 Juni 2016 27 June 2016	Lunas Paid
	27 September 2016 27 September 2016.	Lunas Paid		27 September 2016 27 September 2016.	Lunas Paid
	27 Desember 2016 27 December 2016	Lunas Paid		27 Desember 2016 27 December 2016	Lunas Paid
	27 Maret 2017 27 March 2017	Lunas Paid		27 Maret 2017 27 March 2017	Lunas Paid
	27 Juni 2017 27 June 2017	Lunas Paid		27 Juni 2017 27 June 2017	Lunas Paid
				27 September 2017 27 September 2017	Lunas Paid
				27 Desember 2017 27 December 2017	Lunas Paid
				27 Maret 2018 27 March 2018	Lunas Paid
				27 Juni 2018 27 June 2018	Lunas Paid
				27 September 2018 27 September 2018	Lunas Paid
				27 Desember 2018 27 December 2018	Lunas Paid
				27 Maret 2019 27 March 2019	Lunas* Paid*
				27 Juni 2019 27 June 2019	Belum Lunas Not Paid
Obligasi Bank Victoria IV Tahun 2013 dengan tingkat bunga tetap	27 September 2013 27 September 2013	Lunas Paid	Obligasi Subordinasi Bank Victoria III Tahun 2013 dengan tingkat bunga tetap	27 September 2013 27 September 2013	Lunas Paid
Bank Victoria Bond IV of 2013 at fixed interest rate	27 Desember 2013 27 December 2013	Lunas Paid	Bank Victoria Subordinated Bond III of 2013 at fixed interest rate	27 Desember 2013 27 December 2013	Lunas Paid
	27 Maret 2014 27 March 2014	Lunas Paid		27 Maret 2014 27 March 2014	Lunas Paid
	27 Juni 2014 27 June 2014	Lunas Paid		27 Juni 2014 27 June 2014	Lunas Paid
	27 September 2014 27 September 2014	Lunas Paid		27 September 2014 27 September 2014	Lunas Paid
	27 Desember 2014 27 December 2014	Lunas Paid		27 Desember 2014 27 December 2014	Lunas Paid
	27 Maret 2015 27 March 2015	Lunas Paid		27 Maret 2015 27 March 2015	Lunas Paid
	27 Juni 2015 27 June 2015	Lunas Paid		27 Juni 2015 27 June 2015	Lunas Paid
	27 September 2015 27 September 2015	Lunas Paid		27 September 2015 27 September 2015	Lunas Paid
	27 Desember 2015 27 December 2015	Lunas Paid		27 Desember 2015 27 December 2015	Lunas Paid
	27 Maret 2016 27 March 2016	Lunas Paid		27 Maret 2016 27 March 2016	Lunas Paid
	27 Juni 2016 27 June 2016	Lunas Paid		27 Juni 2016 27 June 2016	Lunas Paid
	27 September 2016 27 September 2016.	Lunas Paid		27 September 2016 27 September 2016.	Lunas Paid
	27 Desember 2016 27 December 2016	Lunas Paid		27 Desember 2016 27 December 2016	Lunas Paid
	27 Maret 2017 27 March 2017	Lunas Paid		27 Maret 2017 27 March 2017	Lunas Paid
	27 Juni 2017 27 June 2017	Lunas Paid		27 Juni 2017 27 June 2017	Lunas Paid

Nama Obligasi Name of Bond	Tanggal Pembayaran Bunga Date of Interest Payment	Status Pembayaran Payment Status	Nama Obligasi Name of Bond	Tanggal Pembayaran Bunga Date of Interest Payment	Status Pembayaran Payment Status
	27 September 2017 27 September 2017	Lunas Paid		27 September 2017 27 September 2017	Lunas Paid
	27 Desember 2017 27 December 2017	Lunas Paid		27 Desember 2017 27 December 2017	Lunas Paid
	27 Maret 2018 27 March 2018	Lunas Paid		27 Maret 2018 27 March 2018	Lunas Paid
	27 Juni 2018 27 June 2018	Lunas Paid		27 Juni 2018 27 June 2018	Lunas Paid
				27 September 2018 27 September 2018	Lunas Paid
				27 Desember 2018 27 December 2018	Lunas Paid
				27 Maret 2019 27 March 2019	Lunas* Paid*
				27 Juni 2019 27 June 2019	Belum Lunas Not Paid
				27 September 2019 27 September 2019	Belum Lunas Not Paid
				27 Desember 2019 27 December 2019	Belum Lunas Not Paid
				27 Maret 2020 27 March 2020	Belum Lunas Not Paid
				27 Juni 2020 27 June 2020	Belum Lunas Not Paid
Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dengan tingkat bunga tetap Bank Victoria Continuous Bond I Phase I of 2017 at fixed interest rate	11 Oktober 2017 11 October 2017	Lunas Paid	Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dengan tingkat bunga tetap Bank Victoria Continuous Subordinated Bond I Phase I of 2017 at fixed interest rate	11 Oktober 2017 11 October 2017	Lunas Paid
	11 Januari 2018 11 January 2018	Lunas Paid		11 Januari 2018 11 January 2018	Lunas Paid
	11 April 2018 11 April 2018	Lunas Paid		11 April 2018 11 April 2018	Lunas Paid
	11 Juli 2018 11 July 2018	Lunas Paid		11 Juli 2018 11 July 2018	Lunas Paid
	11 Oktober 2018 11 October 2018	Lunas Paid		11 Oktober 2018 11 October 2018	Lunas Paid
	11 Januari 2019 11 January 2019	Lunas* Paid*		11 Januari 2019 11 January 2019	Lunas* Paid*
	11 April 2019 11 April 2019	Belum Lunas Not Paid		11 April 2019 11 April 2019	Belum Lunas Not Paid
	11 Juli 2019 11 July 2019	Belum Lunas Not Paid		11 Juli 2019 11 July 2019	Belum Lunas Not Paid
	11 Oktober 2019 11 October 2019	Belum Lunas Not Paid		11 Oktober 2019 11 October 2019	Belum Lunas Not Paid
	11 Januari 2020 11 January 2020	Belum Lunas Not Paid		11 Januari 2020 11 January 2020	Belum Lunas Not Paid
	11 April 2020 11 April 2020	Belum Lunas Not Paid		11 April 2021 11 April 2021	Belum Lunas Not Paid
	11 Juli 2020 11 July 2020	Belum Lunas Not Paid		11 Juli 2020 11 July 2020	Belum Lunas Not Paid
	11 Oktober 2020 11 October 2020	Belum Lunas Not Paid		11 Oktober 2020 11 October 2020	Belum Lunas Not Paid
	11 Januari 2021 11 January 2021	Belum Lunas Not Paid		11 Januari 2021 11 January 2021	Belum Lunas Not Paid
	11 April 2021 11 April 2021	Belum Lunas Not Paid		11 April 2021 11 April 2021	Belum Lunas Not Paid
	11 Juli 2021 11 July 2021	Belum Lunas Not Paid		11 Juli 2021 11 July 2021	Belum Lunas Not Paid
	11 Oktober 2021 11 October 2021	Belum Lunas Not Paid		11 Oktober 2021 11 October 2021	Belum Lunas Not Paid

Nama Obligasi Name of Bond	Tanggal Pembayaran Bunga Date of Interest Payment	Status Pembayaran Payment Status	Nama Obligasi Name of Bond	Tanggal Pembayaran Bunga Date of Interest Payment	Status Pembayaran Payment Status
	11 Januari 2022 11 January 2022	Belum Lunas Not Paid		11 Januari 2022 11 January 2022	Belum Lunas Not Paid
	11 April 2022 11 April 2022	Belum Lunas Not Paid		11 April 2022 11 April 2022	Belum Lunas Not Paid
	11 Juli 2022 11 July 2022	Belum Lunas Not Paid		11 Juli 2022 11 July 2022	Belum Lunas Not Paid
				11 Oktober 2022 11 October 2022	Belum Lunas Not Paid
				11 Januari 2023 11 January 2023	Belum Lunas Not Paid
				11 April 2023 11 April 2023	Belum Lunas Not Paid
				11 Juli 2023 11 July 2023	Belum Lunas Not Paid
				11 Oktober 2023 11 October 2023	Belum Lunas Not Paid
				11 Januari 2024 11 January 2024	Belum Lunas Not Paid
				11 April 2024 11 April 2024	Belum Lunas Not Paid
				11 Juli 2024 11 July 2024	Belum Lunas Not Paid
Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap Seri A Bank Victoria Continuous Bond I Phase II of 2018 at fixed interest rate A Series	5 September 2018 5 September 2018	Lunas Paid	Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap Seri B Bank Victoria Continuous Bond I Phase II of 2018 at fixed interest rate B Series	5 September 2018 5 September 2018	Lunas Paid
	5 Desember 2018 5 December 2018	Lunas Paid		5 Desember 2018 5 December 2018	Lunas Paid
	5 Maret 2019 5 March 2019	Lunas* Paid*		5 Maret 2019 5 March 2019	Lunas* Paid*
	5 Juni 2019 5 June 2019	Belum Lunas Not Paid		5 Juni 2019 5 June 2019	Belum Lunas Not Paid
	5 September 2019 5 September 2019	Belum Lunas Not Paid		5 September 2019 5 September 2019	Belum Lunas Not Paid
	5 Desember 2019 5 December 2019	Belum Lunas Not Paid		5 Desember 2019 5 December 2019	Belum Lunas Not Paid
	5 Maret 2019 5 March 2019	Lunas* Paid*		5 Maret 2019 5 March 2019	Belum Lunas Not Paid
	5 Juni 2019 5 June 2019	Belum Lunas Not Paid		5 Juni 2019 5 June 2019	Belum Lunas Not Paid
	5 Desember 2019 5 December 2019	Belum Lunas Not Paid		5 Desember 2019 5 December 2019	Belum Lunas Not Paid
	5 Maret 2020 5 March 2020	Belum Lunas Not Paid		5 Maret 2020 5 March 2020	Belum Lunas Not Paid
	5 Juni 2020 5 June 2020	Belum Lunas Not Paid		5 Juni 2020 5 June 2020	Belum Lunas Not Paid
	5 Desember 2020 5 December 2020	Belum Lunas Not Paid		5 September 2020 5 September 2020	Belum Lunas Not Paid
	5 Desember 2020 5 December 2020	Belum Lunas Not Paid		5 Desember 2020 5 December 2020	Belum Lunas Not Paid
	5 Maret 2021 5 March 2021	Belum Lunas Not Paid		5 Maret 2021 5 March 2021	Belum Lunas Not Paid
	5 Juni 2021 5 June 2021	Belum Lunas Not Paid		5 Juni 2021 5 June 2021	Belum Lunas Not Paid
				5 September 2021 5 September 2021	Belum Lunas Not Paid
				5 Desember 2021 5 December 2021	Belum Lunas Not Paid
				5 Maret 2022 5 March 2022	Belum Lunas Not Paid

Nama Obligasi Name of Bond	Tanggal Pembayaran Bunga Date of Interest Payment	Status Pembayaran Payment Status	Nama Obligasi Name of Bond	Tanggal Pembayaran Bunga Date of Interest Payment	Status Pembayaran Payment Status
				5 Juni 2022 5 June 2022	Belum Lunas Not Paid
				5 September 2022 5 September 2022	Belum Lunas Not Paid
				5 Desember 2022 5 December 2022	Belum Lunas Not Paid
				5 Maret 2023 5 March 2023	Belum Lunas Not Paid
				5 Juni 2023 5 June 2023	Belum Lunas Not Paid
Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap Bank Victoria Continuous Subordinated Bond I Phase II of 2018 at fixed interest rate	5 September 2018 5 September 2018	Lunas Paid			
	5 Desember 2018 5 December 2018	Lunas Paid			
	5 Maret 2019 5 March 2019	Lunas* Paid*			
	5 Juni 2019 5 June 2019	Belum Lunas Not Paid			
	5 September 2019 5 september 2019	Belum Lunas Not Paid			
	5 Desember 2019 5 December 2019	Belum Lunas Not Paid			
	5 Maret 2019 5 March 2019	Belum Lunas Not Paid			
	5 Juni 2019 5 June 2019	Belum Lunas Not Paid			
	5 Desember 2019 5 December 2019	Belum Lunas Not Paid			
	5 Maret 2020 5 March 2020	Belum Lunas Not Paid			
	5 Juni 2020 5 June 2020	Belum Lunas Not Paid			
	5 September 2020 5 September 2020	Belum Lunas Not Paid			
	5 Desember 2020 5 December 2020	Belum Lunas Not Paid			
	5 Maret 2021 5 March 2021	Belum Lunas Not Paid			
	5 Juni 2021 5 June 2021	Belum Lunas Not Paid			
	5 September 2021 5 September 2021	Belum Lunas Not Paid			
	5 Desember 2021 5 December 2021	Belum Lunas Not Paid			
	5 Maret 2022 5 March 2022	Belum Lunas Not Paid			
	5 Juni 2022 5 June 2022	Belum Lunas Not Paid			
	5 September 2022 5 September 2022	Belum Lunas Not Paid			
	5 Desember 2022 5 December 2022	Belum Lunas Not Paid			
	5 Maret 2023 5 March 2023	Belum Lunas Not Paid			
	5 Juni 2023 5 June 2023	Belum Lunas Not Paid			
	5 September 2023 5 September 2023	Belum Lunas Not Paid			

Nama Obligasi Name of Bond	Tanggal Pembayaran Bunga Date of Interest Payment	Status Pembayaran Payment Status	Nama Obligasi Name of Bond	Tanggal Pembayaran Bunga Date of Interest Payment	Status Pembayaran Payment Status
	5 Desember 2023 5 December 2023	Belum Lunas Not Paid			
	5 Maret 2024 5 March 2024	Belum Lunas Not Paid			
	5 Juni 2024 5 June 2024	Belum Lunas Not Paid			
	5 September 2024 5 September 2024	Belum Lunas Not Paid			
	5 Desember 2024 5 December 2024	Belum Lunas Not Paid			
	5 Maret 2025 5 March 2025	Belum Lunas Not Paid			
	5 Juni 2025 5 June 2025	Belum Lunas Not Paid			

Catatan:

- * Saat Laporan Tahunan ini disusun, Bank telah melunasi pembayaran kupon bunga obligasi.

Notes:

- * At the time this Annual Report is prepared, the Bank has made interest coupon payment of the bonds.

Kronologi Penerbitan dan/atau Pencatatan Efek Lainnya

Chronology of Other Securities Issuance and/or Listing

Sampai dengan 31 Desember 2018 Bank Victoria tidak memiliki efek lainnya sehingga tidak menerbitkan dan/atau mencatatkan kronologi penerbitan dan/atau pencatatan efek selain dari yang telah diungkapkan pada Kronologi Penerbitan Saham dan Kronologi Penerbitan Obligasi

Until 31 December 2018, Bank Victoria did not have other securities and therefore did not issue and/or list the chronology of issuance and/or listing of securities other than those disclosed in the Chronology of Share Issuance and Chronology of Bond Issuance.

Nama dan Alamat Lembaga dan/atau Profesi Penunjang

Name and Address of Institution and/or Supporting Profession

WALI AMANAT / TRUSTEE

PT Bank Mega Tbk

Menara Bank Mega
Jl. Kapten Tendean No. 12 – 12A
Jakarta, 12970
T : (021) 7917 5000
F : (021) 7918 7100
W : www.bankmega.com

Nomor STTD Registered Certificate No.	20/STTD-WA/PM/2000 tanggal 2 Oktober 2000 20/STTD-WA/PM/2000 dated 2 October 2000
Keanggotaan Asosiasi Association Membership	Asosiasi Wali Amanat Indonesia (AWAI) sesuai Surat Keterangan AWAI No. AWAI/06/2008 tanggal 17 Desember 2008 Indonesian Association of Trustees (AWAI) in accordance to AWAI Certificate No. AWAI/06/2008 dated 17 December 2008
Pedoman Kerja Work Guideline	Peraturan Otoritas Jasa Keuangan (d/h Bapepam-LK) Regulation of Financial Services Authority (was Capital Market-Financial Institution Supervisory Board)
Jasa yang Diberikan Services Provided	Perwakilan pemegang Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 berdasarkan surat penunjukkan Surat Perjanjian Kerja Sama No. 0982/CAMS-WA/18. Representative of the holders of Bank Victoria Continuous Bond I Phase II of 2018 and Bank Victoria Continuous Subordinated Bond I Phase II of 2018 based on appointment letter of Cooperation Agreement No. 0982/CAMS-WA/18.
Fee Fee	Rp150,000,000,-

PENJAMIN PELAKSANA EMISI / SECURITIES UNDERWRITER

PT Victoria Sekuritas Indonesia

Senayan City, Panin Tower Lt 8
Jl. Asia Afrika Lot. 19
Jakarta, 10270
T : (021) 7278 2310
F : (021) 7278 2280

Nomor Izin Usaha Business License Number	Keputusan Ketua Bapepam dan LK No. KEP-01/BL/PEE/2012 Decree of Chairman of Bapepam-LK No. KEP-01/BL/PEE/2012
Pedoman Kerja Work Guideline	Ketentuan Perjanjian Penjaminan Emisi Obligasi/Obligasi Subordinasi dan Peraturan No. IX.A.7 (Lampiran Keputusan Ketua Bapepam dan LK No. Kep-691/BL/2011 tanggal 30 Desember 2011 tentang Pemesanan dan Penjatahan Efek dalam Penawaran Umum) Terms of Underwriting Agreement of Bond/Subordinated Bond and Regulation No. IX.A.7 (Attachment to Decree of Chairman of Bapepam-LK No. Kep-691/BL/2011 dated 30 December 2011 on Securities Booking and Allotment in Public Offering)
Jasa yang Diberikan Services Provided	Penyelenggaraan dan pelaksanaan Penerbitan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018. Implementation and execution of Issuance of Bank Victoria Continuous Bond I Phase II of 2018 and Bank Victoria Continuous Subordinated Bond I Phase II of 2018.
Fee Fee	Rp6.500.000.000,-

PENCATATAN EFEK / SECURITIES LISTING**Bursa Efek Indonesia**

Indonesia Stock Exchange Building Tower I
 Jl. Jend. Sudirman Kav. 52-53
 Jakarta Selatan, 12190
 T : (021) 5150 515
 F : (021) 5150 330

Pedoman Kerja Work Guideline	Undang-Undang Pasar Modal dan Peraturan Otoritas Jasa Keuangan Capital Market Laws and Financial Services Authority Regulation
Jasa yang Diberikan Services Provided	Pencatatan kepemilikan dan pendistribusian pembayaran bunga obligasi dan pelunasan pokok bunga obligasi dalam rangka penerbitan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 berdasarkan perjanjian No. SP-058/OBL/KSEI/0418 tanggal 4 Mei 2018 dan No. SP-064/OBL/KSEI/0418 tanggal 4 Mei 2018. Listing of ownership and distribution of interest payments on bonds and redemption of principal interest of bond in the framework of issuance of Bank Victoria Continuous Bond I Phase II of 2018 and Bank Victoria Continuous Subordinated Bond I Phase II of 2018 based on agreement No. SP-058/OBL/KSEI/0418 dated 4 May 2018 and No. SP-064/OBL/KSEI/0418 dated 4 May 2018.
Fee Fee	Rp92,950,000,-

LEMBAGA DISTRIBUSI EFEK / SECURITIES DISTRIBUTION AGENCY**PT Kustodian Sentral Efek Indonesia (KSEI)**

Indonesia Stock Exchange Building Tower I Lt. 5
 Jl. Jend. Sudirman Kav. 52-53
 Jakarta Selatan, 12190
 T : (021) 515 2855
 F : (021) 5299 1199

Pedoman Kerja Work Guideline	Undang-Undang Pasar Modal dan Peraturan Otoritas Jasa Keuangan Capital Market Laws and Financial Services Authority Regulation
Jasa yang Diberikan Services Provided	Pencatatan kepemilikan dan pendistribusian pembayaran bunga obligasi dan pelunasan pokok bunga obligasi dalam rangka penerbitan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 berdasarkan perjanjian No. SP-058/OBL/KSEI/0418 tanggal 4 Mei 2018 dan No. SP-064/OBL/KSEI/0418 tanggal 4 Mei 2018. Listing of ownership and distribution of interest payments on bonds and redemption of principal interest of bond in the framework of issuance of Bank Victoria Continuous Bond I Phase II of 2018 and Bank Victoria Continuous Subordinated Bond I Phase II of 2018 based on agreement No. SP-058/OBL/KSEI/0418 dated 4 May 2018 and No. SP-064/OBL/KSEI/0418 dated 4 May 2018.
Fee Fee	Rp11,000,000,-

KONSULTAN HUKUM / LEGAL CONSULTANT**Da Silva & Suhardiadi**

One Pacific Place Lvl. 11
 Sudirman Central Business District
 Jl. Jend. Sudirman Kav. 52 – 53
 Jakarta, 12190
 T : (021) 2783 0550
 F : (021) 2985 9889

Nomor STTD Registered Certificate No.	62/STTD-KH/PM/1996 tanggal 10 September 1996 62/STTD-KH/PM/1996 dated 10 September 1996
Keanggotaan Asosiasi Association Membership	Himpunan Konsultan Hukum Pasar Modal (HKHPM) No. 95010 Anggota PERADI No. G.96.10878 Association of Capital Market Legal Consultants (HKHPM) No. 95010 Member of PERADI No. G.96.10878
Pedoman Kerja Work Guideline	Standar Profesi Konsultan Hukum Pasar Modal Professional Standards of Capital Market Legal Consultants
Jasa yang Diberikan Services Provided	Pemeriksaan segi hukum dalam rangka penerbitan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga berdasarkan Surat Perjanjian Kerja Sama No. 04/S/PNW/PM/DSS/III/2018 tanggal 5 Maret 2018. Legal examination in the framework of issuance of Bank Victoria Continuous Bond I Phase II of 2018 and Bank Victoria Continuous Subordinated Bond I Phase II of 2018 at interest rate based on Cooperation Agreement No. 04/S/PNW/PM/DSS/III/2018 dated 5 March 2018.
Fee Fee	Rp200,000,000,-

NOTARIS / NOTARY**Fathiah Helmi, SH**

Graha Irama Lt. 6C
 Jl. HR Rasuna Said Kav. 1 – 2
 Jakarta, 12950
 T : (021) 5290 7304/5290 7305/5290 7306
 F : (021) 526 1136
 E : fhchozie@gmail.com

Nomor STTD Registered Certificate No.	02/STTD-N/PM/1996 tanggal 12 Februari 1996 02/STTD-N/PM/1996 dated 12 February 1996
Keanggotaan Asosiasi Association Membership	Ikatan Notaris Indonesia (INI) No. 011.003.027.260958 Indonesian Notary Association (INI) No. 011.003.027.260958
Pedoman Kerja Work Guideline	Pernyataan Undang-Undang No. 30 Tahun 2004 tentang Jabatan Notaris dan Kode Etik Ikatan Notaris Indonesia Statement of Law No. 30 of 2004 on Position of Notary and Code of Ethics of Indonesian Notary Association
Jasa yang Diberikan Services Provided	Pembuatan akta dalam rangka penerbitan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 berdasarkan Surat Perjanjian Kerja Sama No. 09/Prop/Obl/III/2018 tanggal 6 Maret 2018. Preparing Deed in the framework of issuance of Bank Victoria Continuous Bond I Phase II of 2018 and Bank Victoria Continuous Subordinated Bond I Phase II of 2018 based on Cooperation Agreement No. 09/Prop/Obl/III/2018 dated 6 March 2018.
Fee Fee	Rp171,600,000,-

PERUSAHAAN PEMERINGKAT EFEK / SECURITIES RATING AGENCY**PT Pemeringkat Efek Indonesia**

Panin Tower Lantai 17, Senayan City
 Jl. Asia Afrika Lot 19
 Jakarta, 10270
 T : (021) 7278 2380
 F : (021) 7278 2370
 W : www.pefindo.com

Nomor STTD Registered Certificate No.	KEP-39/PM-PI/1994 tanggal 13 Agustus 1994 KEP-39/PM-PI/1994 dated 13 August 1994
Keanggotaan Asosiasi Association Membership	Association of <i>Credit rating</i> Agency in Asia (ACRAA) Association of Credit rating Agency in Asia (ACRAA)
Pedoman Kerja Work Guideline	Metodologi Pemeringkatan PT Pemeringkat Efek Indonesia (PEFINDO) Rating Methodology of PT Pemeringkat Efek Indonesia (PEFINDO)
Jasa yang Diberikan Services Provided	1. Pemeringkatan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 berdasarkan perjanjian kerja No. 38/PPJP/PEF-DIR/III/2017 tanggal 30 Maret 2017. 2. Pemeringkatan Tahunan Bank. 1. Rating of Bank Victoria Continuous Bond I Phase II of 2018 and Bank Victoria Continuous Subordinated Bond I Phase II of 2018 based on Cooperation Agreement No. 38/PPJP/PEF-DIR/III/2017 dated 30 March 2017. 2. The Bank's Annual Rating
Fee Fee	Rp357,500,000,-

AKUNTAN PUBLIK/ PUBLIC ACCOUNTANT**KAP/ Public Accountant Firm Tanudiredja, Wibisana, Rintis & Rekan (member of Pricewaterhouse Cooper)**

Plaza 89
 JL. HR Rasuna Said Kav. X7 No. 6
 Jakarta, 12940
 T : (021) 521 2901
 F : (021) 5290 5555/ (021) 5290 5050
 W : www.pwc.com/id

Nomor STTD Registered Certificate No.	384/PM/STTD-AP/2004 384/PM/STTD-AP/2004
Keanggotaan Asosiasi Association Membership	Ikatan Akuntan Indonesia (IAI) No. 0229 Indonesian Accountant Association (IAI) No. 0229
Pedoman Kerja Work Guideline	Pernyataan Standar Akuntansi Keuangan (PSAK) dan Standar Profesional Akuntan Publik (SPAP) Statements of Financial Accounting Standards (PSAK) and Professional Standards of Certified Public Accountants (SPAP)
Jasa yang Diberikan Services Provided	1. Audit Prospektus Menyediakan Comfort Letter dan review informasi keuangan dalam rangka penawaran umum Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dengan tingkat bunga tetap berdasarkan Engagement Letter No. EL2017031707/LLS/LLS/BOL/jap tanggal 17 Maret 2017. 2. Audit kepatuhan dalam pemenuhan kewajiban pembayaran pokok dan bunga atas pinjaman dan surat berharga untuk penerbitan Obligasi Berkelanjutan I Bank Victoria dengan Tingkat Bunga Tetap Tahap I Tahun 2017 berdasarkan Engagement Letter No. EL2017031707/ANG/ANG/BOL/jap tanggal 17 Maret 2017. 3. Audit Laporan Keuangan tahun buku 2018. 1. Prospectus Audit Providing Comfort Letter and review on financial information in the framework of public offering of Bank Victoria Continuous Bond I Phase II of 2018 at fixed interest rate and Bank Victoria Continuous Subordinated Bond I Phase II of 2018 at fixed interest rate based on Engagement Letter No. EL2017031707/LLS/LLS/BOL/jap dated 17 March 2017. 2. Audit compliance in fulfillment of principal and interest payment obligations on loans and securities for the issuance of Bank Victoria Continuous Bond I at Fixed Interest Rate Phase I of 2017 based on Engagement Letter No. EL2017031707/ANG/ANG/BOL/jap dated 17 March 2017 3. Auditing Financial Statements for the 2018 fiscal year.
Fee Fee	Rp1,976,000,000

AKUNTAN PUBLIK/ PUBLIC ACCOUNTANT**KAP/ Public Accountant Firm Doli, Bambang, Sulistiyanto, Dadang & Ali (member of BKR International)**

Jl. Danau Jempang Blok B3 No. 29
 Bendungan Hilir, Tanah Abang
 Jakarta Pusat, 10210
 T : (021) 5790 3548
 E : talupan.cpa@kapbdsda.co.id

Nomor STTD Registered Certificate No.	017/NB.122/STTD-AP/2016 017/NB.122/STTD-AP/2016
Keanggotaan Asosiasi Association Membership	Registrasi Akuntan Publik dengan lisensi No : KEP-794/KM.I/2013 Registered Public Accountant, with license No. KEP-794/KM.I/2013
Pedoman Kerja Work Guideline	Keputusan Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam dan LK) No.Kep-691/BL/2011 tanggal 30 Desember 2011 Peraturan No.IX.A.7 tentang Tanggung Jawab Manajer Penjatahan Dalam Rangka Pemesanan dan Penjatahan Efek dalam Penawaran Umum Decree of Chairman of Capital Market and Financial Institution Supervisory Agency (Bapepam and LK) No. Kep-691/BL/2011 dated 30 December 2011 Regulation No. IX.A.7 on Responsibilities of Allotment Manager in the Framework of Subscription and Allotment of Securities in Public Offering
Jasa yang Diberikan Services Provided	Audit penjatahan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 tetap berdasarkan <i>Engagement</i> Letter No. 0091110518/EL/DBSDA tanggal 8 Mei 2018. Allotment Audit of Bank Victoria Continuous Bond I Phase II of 2018 and Bank Victoria Continuous Subordinated Bond I Phase II of 2017 based on Engagement Letter No. 0091110518/EL/DBSDA dated 8 May 2018.
Fee Fee	Rp33,000,000.-

BIRO ADMINISTRASI EFEK/ SHARE REGISTRAR BUREAU**PT Adimitra Jasa Korpora**

Rukan Kirana Boutique Office
 Jl. Kirana Avenue III Blok F3 No. 5
 Kelapa Gading
 Jakarta Utara, 14250
 T : (021) 2974 5222
 F : (021) 2928 9961
 E : opr@adimitra-jk.co.id

Nomor Izin Usaha Business License Number	Keputusan OJK No. KEP-41/D.04/2014 tanggal 19 September 2014 FSA Decree No. KEP-41/D.04/2014 dated 19 September 2014
Keanggotaan Asosiasi Association Membership	Biro Administrasi Efek Indonesia No. ABI/11/2015-012 Indonesia Stock Exchange Administration Bureau No. ABI/11/2015-012
Pedoman Kerja Work Guideline	Peraturan Otoritas Jasa Keuangan (d/h Bapepam-LK) Regulation of Financial Services Authority (was Capital Market-Financial Institution Supervisory Board)
Jasa yang Diberikan Services Provided	Pencatatan saham serta obligasi dan obligasi subordinasi Bank Victoria berdasarkan surat penunjukan No. PW-01/BV/0599 tanggal 10 Mei 1999 Listing of shares, bonds, and subordinated bonds of Bank Victoria based on appointment letter No. PW-01/BV/0599 dated 10 May 1999
Fee Fee	Rp22,000,000,-

Penghargaan dan Sertifikasi

Awards and Certifications



Nama Penghargaan / Name of Award:

The Best Productivity Bank
The Best Productivity Bank

Acara / Event:

Indonesia Banking Award

Penyelenggara / Organizer:

Tempo Media Group dan Indonesia Banking School
Tempo Media Group and Indonesia Banking School

Tanggal / Date:

26 September 2018
26 September 2018



Nama Penghargaan / Name of Award:

Bank Berpredikat "Sehat" BUKU 2 dengan Aset di atas Rp20 Triliun

Bank with "Sound" Predicate of BUKU 2 with Assets above Rp20 Trillion

Acara / Event:

Indonesia Best Banking Award

Penyelenggara / Organizer:

Warta Ekonomi

Tanggal / Date:

30 November 2018
30 November 2018

Nama dan Alamat Entitas Anak dan/atau Kantor Cabang atau Kantor Perwakilan

Name and Address of Subsidiaries and/or Branch Offices or Representative Offices

ENTITAS ANAK

SUBSIDIARIES

KANTOR PUSAT OPERASIONAL Operational Head Office	
PT BANK VICTORIA SYARIAH Gedung The Victoria Lt. 1 Jl. Tomang Raya Kav. 33 – 37. Tomang Jakarta Barat. 11440 T : (021) 5600 467 F : (021) 5664 247 E : corsec@bankvictoriasyariah.co.id W : www.bankvictoriasyariah.co.id	

KANTOR CABANG

BRANCH OFFICES

KANTOR CABANG BANDUNG BANDUNG BRANCH OFFICE	KANTOR CABANG BEKASI BEKASI BRANCH OFFICE	KANTOR CABANG CIREBON CIREBON BRANCH OFFICE
Jl. Gatot Soebroto No. 3 Bandung, Jawa Barat T : (022) 8734 0303 F : (022) 8734 0311	Bekasi Square No. 63 Jl. A. Yani. Pekayon Bekasi T : (021) 8243 4874-75 F : (021) 8243 4876	Cirebon Super Block Blok GS/5 Jl. Dr. Cipto Mangunkusumo No. 26 Cirebon, Jawa Barat T : (0231) 829 1051-52 F : (0231) 8291 053
KANTOR CABANG DENPASAR DENPASAR BRANCH OFFICE	KANTOR CABANG SERANG SERANG BRANCH OFFICE	KANTOR CABANG SOLO SOLO BRANCH OFFICE
Ruko Tuban Plaza No. 44 – 45 Jl. By Pass I Gusti Ngurah Rai. Tuban, Kuta – Badung Bali T : (0361) 753 531 – 32 F : (0361) 768 081	Jl. Jend. Ahmad Yani No. 152A. Serang, Banten T : (0254) 227 621 F : (0254) 227 622	Honggowongso Square Blok A/7 Jl. Honggowongso Solo, Jawa Tengah T : (0271) 660 832 F : (0271) 660 932
KANTOR CABANG TEGAL TEGAL BRANCH OFFICE	KCP DEPOK DEPOK SUB-BRANCH OFFICE	KCP PASAR INDUK KRAMAT JATI KRAMAT JATI CENTRAL MARKET SUB-BRANCH OFFICE
Nirwana Square Blok A/12B Tegal, Jawa Tengah T : (0283) 351 024. 353 875 F : (0283) 351 027	Jl. Kemakmuran Raya No. 25A Kel. Mekarjaya. Kec. Sukmajaya. Depok II Tengah. Jawa Barat T : (021) 7702 882 F : (021) 7703 340	Pasar Induk Kramat Jati Blok D2/33 Jl. Raya Bogor KM. 17. Kramat Jati J akarta Timur T : (021) 8779 7573 F : (021) 8779 7574
KCP TANGERANG TANGERANG SUB-BRANCH OFFICE	KCP TEBET TEBET SUB-BRANCH OFFICE	
Ruko Modern Land Blok AR/23. Jl. Jend. Sudirman. Cikokol Tangerang, Banten T : (021) 5574 7698 F : (021) 5574 7699	Grand Soepomo. Jl. Prof. Dr. Soepomo SH Blok A Lt. 2 No. 73. Tebet Jakarta Selatan T : (021) 8378 5567 F : (021) 8378 5569	

Informasi pada Situs Laman Perusahaan

Information on Company Website

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik, Bank Victoria melaksanakan keterbukaan informasi dengan memuat informasi-informasi berikut dalam *website* perusahaan.

In accordance with Financial Services Authority Regulation No. 8/POJK.04/2015 on the Website of Issuers or Public Companies, Bank Victoria has implemented transparency of information by including the following information in the Company's website.

Uraian	Link Terkait Related Link	Description
Tentang Kami/ About Us		
Sekilas Perusahaan	https://www.victoriabank.co.id/page/tentang-kami/sekilas-bank-victoria	Company Overview
Visi dan Misi	https://www.victoriabank.co.id/page/tentang-kami/visi-misi	Vision and Mission
Budaya Perusahaan	https://www.victoriabank.co.id/page/tentang-kami/budaya-perusahaan	Corporate Culture
Struktur Perusahaan dan Grup	https://www.victoriabank.co.id/page/tentang-kami/struktur-perusahaan-grup	Company and Group Structures
Tonggak Penting	https://www.victoriabank.co.id/page/tentang-kami/tonggak-penting	Milestones
Manajemen	https://www.victoriabank.co.id/page/tentang-kami/manajemen	Management
Profil Dewan Komisaris	https://www.victoriabank.co.id/page/tentang-kami/manajemen/dewan-komisaris	Profile of the Board of Commissioners
Profil Direksi	https://www.victoriabank.co.id/page/tentang-kami/manajemen/direksi	Profile of the Board of Directors
Profil Pejabat Eksekutif	https://www.victoriabank.co.id/page/tentang-kami/manajemen/pejabat-eksekutif	Profile of Executive Officers
Profil Sekretaris Perusahaan	https://www.victoriabank.co.id/page/tentang-kami/manajemen-sekretaris	Profile of Corporate Secretary
Whistleblower	https://www.victoriabank.co.id/page/tentang-kami/whistleblower	Whistleblower
Tata Kelola	https://www.victoriabank.co.id/page/tentang-kami/tata-kelola	Corporate Governance
Pedoman Direksi & Dewan Komisaris	https://www.victoriabank.co.id/page/tentang-kami/tata-kelola/pedoman-direksi-dewan-komisaris	Board Manual of Board of Directors and Board of Commissioners
Komite-Komite	https://www.victoriabank.co.id/page/tentang-kami/tata-kelola/komite-komite/	Committee
Kode Etik	https://www.victoriabank.co.id/page/tentang-kami/tata-kelola/kode-etik/	Code of Ethics
Kebijakan Manajemen Risiko	https://www.victoriabank.co.id/page/tentang-kami/tata-kelola/kebijakan-manajemen-risiko/	Risk Management Policies
AML & CFT	https://www.victoriabank.co.id/page/tentang-kami/tata-kelola/aml-cft/	AML & CFT
Good Corporate Governance	https://www.victoriabank.co.id/page/tentang-kami/tata-kelola/good-corporate-governance/	Good Corporate Governance
Laporan Terintegrasi	https://www.victoriabank.co.id/page/tentang-kami/tata-kelola/laporan-terintegrasi/	Integrated Report
Penghargaan	https://www.victoriabank.co.id/page/tentang-kami/penghargaan	Awards
Produk dan Layanan/ Products and Services		
Produk Simpanan	https://www.victoriabank.co.id/page/produk-layanan/simpanan	Deposit Products
Pinjaman	https://www.victoriabank.co.id/page/produk-layanan/pinjaman	Loan
Layanan	https://www.victoriabank.co.id/page/produk-layanan/layanan	Demand Deposits
Biaya dan Tarif Umum	https://www.victoriabank.co.id/page/produk-layanan/biaya-tarif-umum	Credit Products
Hubungan Investor/ Investor Relations		
Kinerja Keuangan	https://www.victoriabank.co.id/page/hubungan-investor/kinerja-keuangan	Financial Performance
Informasi Saham	https://www.victoriabank.co.id/page/hubungan-investor/informasi-saham	Share Information
Informasi Obligasi	https://www.victoriabank.co.id/page/hubungan-investor/informasi-obligasi	Bond Information
Laporan Tahunan	https://www.victoriabank.co.id/page/hubungan-investor/informasi-obligasi	Annual Report

Uraian	Link Terkait Related Link	Description
Anggaran Dasar Perseroan	https://www.victoriabank.co.id/page/hubungan-investor/informasi-obligasi	Company's Articles of Association
RUPS (terkait pengumuman, pemanggilan, tata tertib, bahan mata acara, risalah RUPS, serta pengunduran diri Dewan Komisaris dan Direksi selama 3 tahun)	https://www.victoriabank.co.id/page/hubungan-investor/rapat-umum-pemegang-saham	GMS (related to announcement, notice, code of conduct, meeting agenda, GMS minutes, and resignation of Board of Commissioners and Directors for 3 years)
Prospektus	https://www.victoriabank.co.id/page/hubungan-investor/prospektus	Prospectus
Keterbukaan Informasi	https://www.victoriabank.co.id/page/hubungan-investor/keterbukaan-informasi	Disclosure of Information
Profil Perusahaan	https://www.victoriabank.co.id/page/hubungan-investor/profil-perusahaan	Company Profile
Kontak Hubungan Investor (terkait dari informasi kantor akuntan publik, biro administrasi efek, wali amanat, konsultan hukum, serta notaris dan pemeringkat efek)	https://www.victoriabank.co.id/page/hubungan-investor/kontak-hubungan-investor	Contact for Investor Relations (related to information of public accounting firm, share registration bureau, trustee, legal consultant, notary, and rating agency)
Peringkat	https://www.victoriabank.co.id/page/hubungan-investor/peringkat	Ratings
Aset Yang Dijual	https://www.victoriabank.co.id/page/hubungan-investor/asset-yang-dijual	Assets on Sale
Berita dan Promo/ News and Promotion		
Promosi Terbaru	https://www.victoriabank.co.id/page/hubungan-investor/asset-yang-dijual	Financial Performance
Tanggung Jawab Sosial	https://www.victoriabank.co.id/page/null/tanggung-jawab-sosial-bank-victoria	Corporate Social Responsibility
Berita Teraktual	https://www.victoriabank.co.id/page/null/tanggung-jawab-sosial-bank-victoria	Most Actual News
Hubungi Kami	https://www.victoriabank.co.id/page/hubungi-kami/	Contact Us

Pendidikan dan Pelatihan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, dan Audit Internal

Education and Training of Board of the Board of Commissioners, Board of Directors, Commitees, Corporate Secretary, and Internal Audit

Bank Victoria melaksanakan program pengembangan kompetensi bagi Manajemen dengan tujuan untuk memperbaharui informasi tentang perkembangan terkini dari bisnis Bank dan peraturan perundang-undangan yang berlaku, serta sebagai bentuk antisipasi atas masalah yang timbul di kemudian hari yang dapat mempengaruhi keberlangsungan dan kemajuan Bank. Melalui pengembangan kompetensi yang memadai, Manajemen dapat melaksanakan tugas dan tanggung jawabnya secara profesional, efektif dan efisien.

Bank Victoria implements a competency development program for the Management with the purpose to update information on the latest developments in the Bank's business and the applicable laws and regulations, and as a form of anticipation of problems arising in the future that can affect the Bank's sustainability and progress. Through adequate competency development, the Management can carry out their duties and responsibilities professionally, effectively, and efficiently.

PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

COMPETENCE DEVELOPMENT OF BOARD OF COMMISSIONERS

Nama Name	Jabatan Position	Jenis Pelatihan Type of Training	Topik / Materi Topic / Material	Tempat dan Tanggal Time and Place	Penyelenggara Organizer
Oliver Simorangkir	Komisaris Utama President Commissioner	<i>In House</i>	Training/Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria	Jakarta, 20 Januari 2018	Bank Victoria
Gunawan Tenggarahardja	Komisaris Independen Independent Commissioner	<i>In House</i>	Training/Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria	Jakarta, 20 Januari 2018	Bank Victoria
Zaenal Abidin	Komisaris Independen Independent Commissioner	<i>In House</i>	Training/Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria	Jakarta, 20 Januari 2018	Bank Victoria
		<i>Public</i>	Training "Sertifikasi Treasury Dealer"	Jakarta, 24 Februari 2018	ACI
		<i>Public</i>	Training "Wakil Manajer Investasi" - Perizinan Pengelolaan Investasi	Jakarta, 29 Juni 2018	OJK
			Training dan 2 Day Work Shop Batch 6 : "Quantitative Risk Management Under Basel III dan IV "	Jakarta, 12 November 2018	ISEI

PENGEMBANGAN KOMPETENSI DIREKSI

COMPETENCE DEVELOPMENT OF BOARD OF DIRECTORS

Nama Name	Jabatan Position	Jenis Pelatihan Type of Training	Topik / Materi Topic / Material	Tempat dan Tanggal Time and Place	Penyelenggara Organizer
Ahmad Fajar	Direktur Utama President Director	<i>Public</i>	Training "International Research Seminar : Financial Sector Development and The Future Of Finance"	Bali, 14 Oktober 2018	OJK
Rusli	Wakil Direktur Utama Deputy President Director	<i>In House</i>	Training/Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria	Jakarta, 20 Januari 2018	Bank Victoria
		<i>Public</i>	Training dan Ujian Sertifikasi Treasury Dealer	Jakarta, 10 Agustus 2018	LSPP
		<i>Public</i>	Training "Seminar Nasional 60 Tahun Lembaga Pengembangan Perbankan Indonesia"	Jakarta, 10 Desember 2018	LPPI
Tamunan	Direktur Kepatuhan & Manajemen Resiko Compliance & Risk Management Director	<i>In House</i>	Training/Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria	Jakarta, 20 Januari 2018	Bank Victoria
		<i>Public</i>	Training dan Ujian Sertifikasi Treasury Dealer	Jakarta, 10 Agustus 2018	LSPP
Lembing	Direktur Bisnis Business Director	<i>In House</i>	Training Pendalaman Materi Manajemen Risiko Level 5	Jakarta, 01 Maret 2018	Efektif Pro
Debora Wahjutirto Tanoyo	Direktur Keuangan Director of Finance	<i>In House</i>	Training Pendalaman Ma-teri Manajemen Risiko Level 5	Jakarta, 23 Mei 2018	Efektif Pro
		<i>In House</i>	Training/Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria	Jakarta, 20 Januari 2018	Bank Victoria

PENGEMBANGAN KOMPETENSI KOMITE PEMANTAU RISIKO

COMPETENCE DEVELOPMENT OF RISK MONITORING COMMITTEE

Nama Name	Jabatan Position	Jenis Pelatihan Type of Training	Topik / Materi Topic / Material	Tempat dan Tanggal Time and Place	Penyelenggara Organizer
Oliver Simorangkir	Komisaris Utama President Commissioner	<i>In House</i>	<i>Training/Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria</i>	Jakarta, 20 Januari 2018	Bank Victoria
Zaenal Abidin	Komisaris Independen Independent Commissioner	<i>In House</i>	<i>Training/Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria</i>	Jakarta, 20 Januari 2018	Bank Victoria
		<i>Public</i>	<i>Training "Sertifikasi Treasury Dealer"</i>	Jakarta, 24 Februari 2018	ACI
		<i>Public</i>	<i>Training "Wakil Manajer Investasi" - Perizinan Pengelolaan Investasi</i>	Jakarta, 29 Juni 2018	OJK
			<i>Training dan 2 Day Work Shop Batch 6: "Quantitative Risk Management Under Basel III dan IV "</i>	Jakarta, 12 November 2018	ISEI
Teguh S	Komite Committee	<i>Public</i>	<i>Training dan Seminar " IR-MO 2019: Achieving High Performance amid Political Risk"</i>	Jakarta, 06 November 2018	LPPI
Retno Dwiyantri W	Komite Committee	<i>In House</i>	<i>Ujian "Kompetensi Bidang Manajemen Risiko level 3"</i>	Jakarta, 03 Maret 2018	Team

PENGEMBANGAN KOMPETENSI KOMITE NOMINASI DAN REMUNERASI

COMPETENCE DEVELOPMENT OF NOMINATION AND REMUNERATION COMMITTEE

Nama Name	Jabatan Position	Jenis Pelatihan Type of Training	Topik / Materi Topic / Material	Tempat dan Tanggal Time and Place	Penyelenggara Organizer
Oliver Simorangkir	Komisaris Utama President Commissioner	<i>In House</i>	<i>Training / Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria</i>	Jakarta, 20 Januari 2018	Bank Victoria
Gunawan Tenggarahardja	Komisaris Independen Independent Commissioner	<i>In House</i>	<i>Training/Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria</i>	Jakarta, 20 Januari 2018	Bank Victoria
Syahda Candra	Kepala Divisi Division Head	<i>In House</i>	<i>Training/Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria</i>	Jakarta, 20 Januari 2018	Bank Victoria
		<i>In House</i>	<i>Training and Refreshment Manajemen Risiko "Risiko Dalam Pembayaran - Kebijakan Sistem Pembayaran - Fraud dan Perlindungan Konsumen Dalam Transaksi E- Banking"</i>	Jakarta, 01 Maret 2018	LSPP
		<i>In House</i>	<i>Training "Team Building - Together We Can Achieve"</i>	Kepulauan Seribu, 10 Mei 2018	
		<i>In House</i>	<i>Training Leadership Service - LASER (Leadership Service) Batch 1</i>	Jakarta, 21 Juli 2018	
		<i>Public</i>	<i>Training and Workshop "Powerfull Coaching and Maximing People Potential"</i>	Jakarta, 22 November 2018	LPPI
		<i>Public</i>	<i>Training "Seminar Nasional 60 Tahun LPPI; Banking Employee Engagement In Industry Revolution"</i>	Jakarta, 23-24 November 2018	LPPI

PENGEMBANGAN KOMPETENSI KOMITE AUDIT

COMPETENCE DEVELOPMENT OF AUDIT COMMITTEE

Nama Name	Jabatan Position	Jenis Pelatihan Type of Trainings	Materi Pengembangan Kompetensi /Pelatihan Competence Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Oliver Simorangkir	Komisaris Utama President Commissioner	<i>In House</i>	<i>Training / Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria</i>	Jakarta, 20 Januari 2018	Bank Victoria
Gunawan Tenggarahardja	Komisaris Independen Independent Commissioner	<i>In House</i>	<i>Training / Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria</i>	Jakarta, 20 Januari 2018	Bank Victoria
Teguh Sukaryanto	Komite Committee	<i>Public</i>	<i>Training & Seminar " IRMO 2019 : Achieving High Performance amid Political Risk"</i>	Jakarta, 6 November 2018	LPPI
Retno Dwiyantri W	Komite Committee	<i>In House</i>	Ujian "Kompetensi Bidang manajemen Risiko level 3"	Jakarta, 3 Maret 2018	LSPP

PENGEMBANGAN KOMPETENSI KOMITE TATA KELOLA TERINTEGRASI

COMPETENCE DEVELOPMENT OF INTEGRATED GOVERNANCE COMMITTEE

Nama Name	Jabatan Position	Jenis Pelatihan Type of Trainings	Materi Pengembangan Kompetensi /Pelatihan Competence Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Zaenal Abidin, PhD	Komisaris Independen Independent Commissioner	<i>In House</i>	<i>Training / Workshop " Continuous Improvement Toward Sustainable Growth" - Raker Bank Victoria</i>	Jakarta, 20 Januari 2018	Bank Victoria
	Komisaris Independen Independent Commissioner	<i>Public</i>	<i>Training "Sertifikasi Treasury Dealer"</i>	Jakarta, 24 Februari 2018	ACI
	Komisaris Independen Independent Commissioner	<i>Public</i>	<i>Training "Wakil Manajer Investasi" - Perizinan Pengelolaan Investasi</i>	Jakarta, 29 Juni 2018	OJK
	Komisaris Independen Independent Commissioner	<i>Public</i>	<i>Training & 2 Day Work Shop Batch 6 : "Quantitative Risk Management Under Basel III & IV "</i>	Jakarta, 12 November 2018	ISEI
Teguh Sukaryanto	Komite Committee	<i>Public</i>	<i>Training & Seminar " IRMO 2019: Achieving High Performance amid Political Risk"</i>	Jakarta, 6 November 2018	LPPI
Retno Dwiyantri W	Komite Committee	<i>In House</i>	Ujian "Kompetensi Bidang Manajemen Risiko level 3"	Jakarta, 3 Maret 2018	Kampus STIA LAN

PENGEMBANGAN KOMPETENSI CORPORATE SECRETARY

COMPETENCE DEVELOPMENT OF CORPORATE SECRETARY

Nama Name	Jabatan Position	Jenis Pelatihan dan Materi Pengembangan Kompetensi/Pelatihan Type of Training and Competence Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Ruly Dwi Rahayu	Sekretaris Perusahaan Corporate Secretary	Pendalaman POJK No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik dan POJK No. 30/SEOJK.04/2016 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik. In-depth study on FSA Regulation No. 29/POJK.04/2016 on Annual Report of Issuers or Public Companies and FSA Circular No. 30/SEOJK.04/2016 on the Form and Contents of Annual Report of Issuers or Public Companies.	13 Februari 2018 13 February 2018	OJK Pasar Modal FSA Capital Market
		Sosialisasi POJK No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan dan POJK No. 32/POJK.04/ 2014 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka. Dissemination of FSA Regulation No. 13/POJK.03/2017 on the Use of Public Accountant Services and Public Accountant Firm in Financial Services Activities and FSA Regulation No. 32/POJK.04/2014 on Planning and Organizing General Meeting of Shareholders of Public Companies.	13 Maret 2018 13 March 2018	PT BEI dan OJK PT BEI and FSA
		Sosialisasi POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan POJK No. 58/POJK.04/2017 tentang Penyampaian Pernyataan Pendaftaran atau Pengajuan Aksi Korporasi Secara Elektronik. Dissemination of FSA Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies and FSA Regulation No. 58/POJK.04/2017 on Submission of Registration Statement or Application for Corporate Action Electronically.	17 April 2018 17 April 2018	AEI
		Seminar POJK No. 32/POJK.04/2015 tentang Penambahan Modal Perusahaan Terbuka dengan Memberikan Hak Memesan Efek Terlebih Dahulu. Seminar on FSA Regulation No. 32/POJK.04/2015 on Capital Increase of Public Company by Providing Pre-emptive Rights.	18 April 2018 18 April 2018	PT BEI, ICSA, OJK
		POJK No. 3/POJK.04/2018 tentang Perubahan atas POJK No. 18/POJK.04/2015 Tentang Penerbitan dan Persyaratan Sukuk. POJK.04/2018 on Amendment to POJK No. 18/POJK.04/2015 on Issuance and Requirements of Sukuk.	9 Mei 2018 9 May 2018	AEI, PT BEI, OJK Pasar Modal AEI, PT BEI, FSA Capital Market
		Konsekuensi Undang Undang Pasar Modal bagi Perusahaan Publik dan Hal-hal yang Perlu Diwaspadai oleh <i>Corporate Secretary</i> . Consequences of the Capital Market Law for Public Companies and Matters that Need to be Cautioned by the Corporate Secretary.	23 Jul 2018 23 July 2018	ICSA dan PT BEI ICSA and PT BEI
		Workshop <i>E-Registration</i> Obligasi/Sukuk Perbankan dan Simulasi Sistem. Workshop on E-Registration of Banking Bonds/Sukuk and System Simulation.	24 Juli 2018 24 July 2018	OJK FSA
		Hal-hal yang harus diwaspadai oleh <i>Corporate Secretary</i> dari Peraturan BAPEPAM LK IX-E-2 tentang Transaksi Material dan Perubahan Kegiatan Usaha Utama. Matters that Need to be Cautioned by the Corporate Secretary from BAPEPAM-LK Regulation IX-E-2 on Material Transaction and Changes in Main Business Activities.	14 Agustus 2018 14 August 2018	ICSA dan PT BEI ICSA and PT BEI
		<i>Corporate Legal</i> dan <i>Corporate Action</i> Corporate Legal and Corporate Action	12-13 September 2018 12-13 September 2018	ICSA
		Seminar "Menuju Pasar Modal Modern di Era Ekonomi Digital". Seminar on "Towards Modern Capital Markets in the Digital Economy Era".	18 September 2018 18 September 2018	PT BEI dan OJK Pasar Modal PT BEI and FSA Capital Market

Nama Name	Jabatan Position	Jenis Pelatihan dan Materi Pengembangan Kompetensi/Pelatihan Type of Training and Competence Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
		Dengar Pendapat Konsep Peraturan Nomor I-A tentang Pencatatan Dan Efek Bersifat Ekuitas Selain Saham Yang Diterbitkan Oleh Perusahaan Terdaftar. Hearings of the Concept of Regulation No. I-A on Recording and Equity Securities Other than Shares Issued by the Public Listed Company.	20 September 2018 20 September 2018	PT BEI dan OJK PT BEI and FSA
		Peluncuran Tampilan Baru dan Situs Web IDX Channel. Launching New Views and Website of IDX Channel.	8 Oktober 2018 8 October 2018	PT BEI
		Peran Underwriter dan Wali Amanat Dalam Corporate Action. Role of Underwriters and Trustees in Corporate Action.	9 Oktober 2018 9 October 2018	PT BEI
		Pembukaan Rekening RDN Opening of RDN Account	31 Oktober 2018 31 October 2018	PT KSEI dan PT BEI PT KSEI and PT BEI
		Sosialisasi Pengenalan E-Proxy Dissemination to Introduce E-Proxy	6 Desember 2018 6 December 2018	PT BEI, PT KSEI, ICSA

PENGEMBANGAN KOMPETENSI COMPLIANCE. KYC/ INTEGRATED AND SYSTEM PROCEDURE

COMPETENCE DEVELOPMENT OF COMPLIANCE, KYC/INTEGRATED AND SYSTEM PROCEDURE

Nama Name	Jabatan Position	Jenis Pelatihan dan Materi Pengembangan Kompetensi/ Pelatihan Type of Training and Competence Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Syarifudin	Kepala Divisi	Training and Refreshment Manajemen Risiko "Risiko Dalam Pembayaran - Kebijakan Sistem Pembayaran - Fraud dan Perlindungan Konsumen Dalam Transaksi E-Banking"	Jakarta, 01 Maret 2018	LSPP
		Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
		Training and Refreshment "Compliance Refreshment Program"	Jakarta, 04 Juli 2018	LSPP dan IBI
		Training LASER (Leadership Service) Batch 3 dan 4	Jakarta, 06 September 2018	Blasius
Schubert Chazanah	Wakil Kepala Divisi	Training and Refreshment Manajemen Risiko "Risiko Dalam Pembayaran - Kebijakan Sistem Pembayaran - Fraud dan Perlindungan Konsumen Dalam Transaksi E-Banking"	Jakarta, 01 Maret 2018	LSPP
Resya Agung Sunihar	Officer	Training and Refreshment Manajemen Risiko "Navigating The Future of Risk - Integration of Business Process and Operational Risk Management"	Jakarta, 03 Maret 2018	LSPP
		Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
		Training dan Ujian "Sertifikasi Kepatuhan Level 1"	Jakarta, 06 Desember 2018	FKDKP dan LSPP
Chairul Bahri	Unit Head	Training "Refreshment Sertifikasi Kepatuhan dan AML Level 1"	Banjarmasin, 15 Maret 2018	FKDKP
		Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
		Training dan Ujian "Manajemen Risiko Level 2"	Jakarta, 19 Oktober 2018	Efektif Pro dan LSPP
		Training dan Ujian "Sertifikasi Kepatuhan Level 2"	Jakarta, 06 Desember 2018	FKDKP dan LSPP
Budi Setiawan	Unit Head	Training dan Ujian Sertifikasi Manajemen Risiko Level 3 - LSPP	Jakarta, 01 Desember 2018	Efektif Pro
		Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
		Training and Refreshment "Compliance Refreshment Program"	Jakarta, 04 Juli 2018	LSPP dan IBI
		Training LASER (Leadership Service) Batch 3 dan 4	Jakarta, 06 September 2018	Blasius
		Training dan Ujian "Manajemen Risiko Level 2"	Jakarta, 19 Oktober 2018	Efektif Pro dan LSPP
Safitri Wida Kustanti	Senior Office	Training dan Ujian Sertifikasi Manajemen Risiko Level 3 - LSPP	Jakarta, 01 Desember 2018	Efektif Pro
		Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
		Training "Mindsetting Agent of Change"	Jakarta, 05 Oktober 2018	Blasius Haryanto
		Training dan Ujian "Sertifikasi Kepatuhan Level 1"	Jakarta, 06 Desember 2018	FKDKP dan LSPP

Nama Name	Jabatan Position	Jenis Pelatihan dan Materi Pengembangan Kompetensi/ Pelatihan Type of Training and Competence Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Akhmad Zaldy Zamrony	Senior Office	Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
		Training dan Ujian "Sertifikasi Kepatuhan Level 1"	Jakarta, 06 Desember 2018	FKDKP dan LSPP
Syafri Himawan	Officer	Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
		Training dan Ujian "Manajemen Risiko Level 1" - Batch 3	Jakarta, 30 Oktober 2018	Bank Victoria - LSPP
Hermawan	Kepala Divisi	Training and Refreshment Manajemen Risiko "Risiko Dalam Pembayaran - Kebijakan Sistem Pembayaran - Fraud dan Perlindungan Konsumen Dalam Transaksi E-Banking"	Jakarta, 01 Maret 2018	LSPP
		Training "A 16 Hour Business English Communication Skills Program"	Jakarta, 03 Maret 2018	ELE
		Training "Essential Financial Risk Management"	Yogyakarta, 06 April 2018	Bank Victoria
		Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
		Training "IRBB Mengacu SE OJK Terbaru (Refreshment Manajemen Risiko)"	Jakarta, 27 September 2018	RMG
		Training Laser (Leadership Service)	Jakarta, 06 September 2018	Blasius
		Training dan Seminar "IRMO 2019: Achieving High Performance amid Political Risk"	Jakarta, 06 November 2018	LPPI
		Training "A 16 Hour Business English Communication Skills Program"	Jakarta, 03 Maret 2018	ELE
		Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
Budiman L Sitorus	Unit Head	Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
		Training Laser (Leadership Service)	Jakarta, 06 September 2018	Blasius
		Training "Pelaporan Bank Umum"	Jakarta, 04 Oktober 2018	LPPI
		Training "Forex"	Jakarta, 06 Oktober 2018	PT Karya Nexell Indonesia
Kunto Wibisono	Senior Office	Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
Heriyanto NG	Senior Office	Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
Lina Nuraeni	Officer	Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
		Training Trade Operational Sesi 1 dan 2	Jakarta, 15 September 2018	Phi Solusi
		Training "Forex"	Jakarta, 06 Oktober 2018	PT Karya Nexell Indonesia
Yusuf Doi Pratama	Officer	Training "Outing Direktorat Kepatuhan dan Manajemen Risiko"	Pangkal Pinang, Bangka, 29 April 2018	Bank Victoria
		Training "Mindsetting Agent of Change"	Jakarta, 05 Oktober 2018	Blasius Haryanto
		Training "Forex"	Jakarta, 06 Oktober 2018	PT Karya Nexell Indonesia
Aski Zainal Milach	Officer	Training Trade Operational Sesi 1 dan 2	Jakarta, 15 September 2018	Phi Solusi
		Training "Forex"	Jakarta, 06 Oktober 2018	PT Karya Nexell Indonesia
		Training dan Ujian "Manajemen Risiko Level 1" - Batch 3	Jakarta, 30 Oktober 2018	Bank Victoria - LSPP
Meru Tri P	Officer	Training "Pelaporan Bank Umum"	Jakarta, 04 Oktober 2018	LPPI
		Training "Forex"	Jakarta, 06 Oktober 2018	PT Karya Nexell Indonesia
		Training dan Ujian "Manajemen Risiko Level 1" - Batch 3	Jakarta, 30 Oktober 2018	Bank Victoria - LSPP
		Training dan Ujian "Manajemen Risiko Level 1" - Batch 4	Jakarta, 10 November 2018	Bank Victoria - LSPP



ANALISIS DAN PEMBAHASAN MANAJEMEN ATAS KINERJA BANK

Management Discussion and
Analysis on Bank Performance



Tinjauan Perekonomian

Economic Overview

ANALISIS PEREKONOMIAN GLOBAL

Pertumbuhan ekonomi dunia melambat disertai dengan berkurangnya ketidakpastian pasar keuangan global. Pertumbuhan ekonomi AS melambat dipengaruhi oleh terbatasnya stimulus fiskal, permasalahan struktural tenaga kerja, dan menurunnya keyakinan pelaku usaha. Pertumbuhan ekonomi Eropa juga melambat, antara lain dipengaruhi oleh berlanjutan permasalahan struktural ekonomi dan keuangan, pelemahan ekspor dan dampak ketidakpastian penyelesaian masalah Brexit. Sementara itu, ekonomi Tiongkok tumbuh melambat didorong melemahnya ekspor akibat ketegangan perdagangan dengan AS serta melambatnya permintaan domestik sebagai dampak proses *deleveraging* yang masih berlangsung. Sejalan dengan prospek pertumbuhan ekonomi dunia yang melambat, harga komoditas global diperkirakan menurun, termasuk harga minyak dunia, serta normalisasi kebijakan moneter di negara maju yang cenderung tidak seketat perkiraan semula dan ketidakpastian di pasar keuangan global yang berkurang. Kenaikan suku bunga *Fed Fund Rate* (FFR) diperkirakan akan lebih rendah dan pengurangan neraca bank sentral menjadi lebih kecil dari rencana. Perkembangan ekonomi dan keuangan global tersebut di satu sisi memberikan tantangan dalam mendorong ekspor, namun di sisi lain meningkatkan aliran masuk modal asing ke negara berkembang, termasuk Indonesia.

Sumber: Laporan Kebijakan Moneter Triwulan IV 2018, Bank Indonesia

ANALISIS PEREKONOMIAN NASIONAL

Momentum pertumbuhan ekonomi tetap terjaga didukung oleh permintaan domestik. Pertumbuhan ekonomi terutama didukung permintaan domestik sejalan dengan meningkatnya konsumsi rumah tangga dan konsumsi Lembaga *Non Profit* yang Melayani Rumah Tangga (LNPR). Investasi juga tetap tinggi dipengaruhi optimisme investor yang tetap terjaga terhadap prospek ekonomi Indonesia. Sementara itu, ekspor neto tercatat negatif dipengaruhi pertumbuhan ekonomi global yang melandai dan harga komoditas yang menurun. Secara spasial, peningkatan pertumbuhan ekonomi ditopang Jawa dan Kalimantan sejalan meningkatnya kegiatan di sektor pertanian, jasa-jasa dan pertambangan. Dengan perkembangan ini, pertumbuhan ekonomi Indonesia meningkat dari 5,07% (YoY) pada 2017 menjadi 5,17% (YoY) pada 2018 dan merupakan pencapaian tertinggi dalam lima tahun terakhir.

Neraca Pembayaran Indonesia (NPI) membaik sehingga menopang ketahanan sektor eksternal. Pada triwulan IV 2018, NPI mencatat *surplus* 5,4 miliar dolar AS ditopang peningkatan *surplus* transaksi modal dan finansial sejalan persepsi investor asing terhadap prospek ekonomi Indonesia yang tetap kuat dan ketidakpastian global yang berkurang. Sementara itu, defisit transaksi berjalan pada triwulan IV 2018 tercatat 9,1 miliar

GLOBAL ECONOMIC ANALYSIS

World economic growth is slowing down along with reduced uncertainty in the global financial market. The US economic growth slowed down due to the limited fiscal stimulus, structural problems of the workforce, and the decline in confidence of the business actors. European economic growth also slowed down, among others, influenced by continued economic and financial structural problems, weakening exports, and the impact of uncertainty over the settlement of the Brexit issue. Meanwhile, China's economy slowed down due to the weakening exports caused by the trade tensions with the US and the slowing down of domestic demand as a result of the ongoing deleveraging process. In line with the slowing outlook for world economic growth, global commodity prices are predicted to decline, including world oil prices, as well as the normalization of monetary policy in developed countries which tends not to be as stringent as the initial estimates and the diminishing uncertainty in the global financial market. The increase in the Fed Fund Rate (FFR) is predicted to be lower and the reduction in the central bank balance sheet becomes smaller than planned. Global economic and financial developments on the one hand provide challenges in encouraging exports, but on the other hand increase the inflow of foreign capital to developing countries, including Indonesia.

Source: Monetary Policy Report for Quarter IV 2018, Bank Indonesia

NATIONAL ECONOMIC ANALYSIS

The momentum of economic growth is maintained, supported by domestic demand. Economic growth was mainly supported by domestic demand in line with the increase in household consumption and consumption of Non-Profit Institutions Serving Households (LNPR). Investment also remained high due to investors' optimism that was maintained against Indonesia's economic outlook. Meanwhile, net exports were recorded negative, influenced by the sluggish global economic growth and declining commodity prices. Spatially, the increase in economic growth is sustained by Java and Kalimantan in line with the increase in activities in agriculture, services, and mining sectors. With this development, Indonesia's economic growth increased from 5.07% (YoY) in 2017 to 5.17% (YoY) in 2018 and is the highest achievement in the last five years.

Indonesia's Balance of Payments (NPI) is improving and therefore supports the resilience of the external sector. In Quarter IV 2018, the balance of payments recorded a surplus of 5.4 billion US dollars supported by an increase in surplus of capital and financial transactions in line with foreign investors' perceptions of the outlook for Indonesia's economy which remained strong and the declining global uncertainty. Meanwhile,

dolar AS atau 3,57% PDB sehingga secara keseluruhan 2018 tetap berada dalam batas yang aman sebesar 2,98% dari PDB. Nilai tukar Rupiah menguat sehingga menopang berlanjutnya stabilitas perekonomian. Rupiah pada triwulan IV 2018, secara *point to point* menguat sebesar 3,63% dibandingkan dengan level akhir triwulan III 2018, ditopang NPI yang mencatat *surplus*. Inflasi 2018 tercatat 3,13% (YoY), lebih rendah dari 2017, yaitu sebesar 3,61%. Terkendalnya inflasi tidak terlepas dari konsistensi kebijakan moneter dalam mengarahkan ekspektasi inflasi, termasuk dalam menjaga pergerakan nilai tukar sesuai fundamentalnya. Bank Indonesia dan Pemerintah senantiasa memperkuat koordinasi kebijakan, guna menjaga inflasi pada level yang rendah dan stabil.

Sumber: Laporan Kebijakan Moneter Triwulan IV 2018, Bank Indonesia

ANALISIS INDUSTRI PERBANKAN

Rapat Dewan Gubernur (RDG) Bank Indonesia pada 20-21 Februari 2019 memutuskan untuk mempertahankan BI 7-day *Reverse Repo Rate* (BI7DRR) sebesar 6,00%, suku bunga *Deposit Facility* sebesar 5,25%, dan suku bunga *Lending Facility* sebesar 6,75%. Keputusan tersebut tetap konsisten dengan upaya memperkuat stabilitas eksternal, khususnya untuk mengendalikan defisit transaksi berjalan dalam batas yang aman dan mempertahankan daya tarik aset keuangan domestik. Bank Indonesia juga terus menempuh strategi operasi moneter untuk meningkatkan ketersediaan likuiditas dalam mendorong pembiayaan perbankan. Ke depan, Bank Indonesia akan menempuh kebijakan makroprudensial yang akomodatif dan penguatan kebijakan sistem pembayaran dalam rangka memperluas pembiayaan ekonomi. Koordinasi dengan Pemerintah dan otoritas terkait juga terus dipererat untuk mempertahankan stabilitas ekonomi guna menjaga momentum pertumbuhan ekonomi ke depan.

Stabilitas sistem keuangan tetap terjaga disertai fungsi intermediasi yang membaik dan risiko kredit yang terkendali. Rasio kecukupan modal (*Capital Adequacy Ratio*/CAR) perbankan tetap tinggi mencapai 22,9% dan rasio likuiditas (AL/DPK) masih aman yakni sebesar 19,3% pada Desember 2018. Selain itu, rasio kredit bermasalah (*Non Performing Loan*/NPL) tetap rendah yaitu sebesar 2,4% (*gross*) atau 1,0% (*net*). Dari fungsi intermediasi perbankan, pertumbuhan kredit pada 2018 tercatat sebesar 11,75%, lebih tinggi dibandingkan dengan pertumbuhan kredit 2017 sebesar 8,2%. Pertumbuhan Dana Pihak Ketiga (DPK) pada 2018 sebesar 6,5%, menurun dibandingkan dengan pertumbuhan DPK tahun sebelumnya sebesar 9,4%. Sementara itu, pembiayaan ekonomi melalui pasar modal, penerbitan saham (IPO dan *rights issue*), obligasi korporasi, *Medium Term Notes* (MTN), dan *Negotiable Certificate of Deposit* (NCD) selama tahun 2018 tercatat sebesar Rp207,8 triliun (*gross*), turun dibandingkan dengan capaian pada 2017 sebesar Rp299,4 triliun (*gross*). Pada 2019, Bank Indonesia memprakirakan pertumbuhan kredit berada dalam kisaran 10-

the current account deficit in quarter IV 2018 was recorded at USD9.1 billion or 3.57% of GDP so that overall, 2018 remained within the safe limit of 2.98% of GDP. The Rupiah exchange rate strengthened, which sustained the economic stability. In quarter IV 2018, Rupiah, by point to point, was strengthened by 3.63% compared to that of end of quarter III 2018, supported by the balance of payments which recorded a surplus. 2018 inflation was 3.13% (YoY), lower than in 2017, which was 3.61%. Controlled inflation is inseparable from the consistency of monetary policy in directing inflation expectations, including in maintaining exchange rate movements in accordance with its fundamentals. Bank Indonesia and the Government always strengthen policy coordination, to maintain inflation at a low and stable level.

Source: Monetary Policy Report for Quarter IV 2018, Bank Indonesia

ANALYSIS OF BANKING INDUSTRY

Bank Indonesia's Board of Governors Meeting (RDG) on 20-21 February 2019 decided to maintain BI 7-day Reverse Repo Rate (BI7DRR) of 6.00%, Deposit Facility interest rate of 5.25%, and Lending Facility interest rate of 6.75%. This decision is consistent with the efforts to strengthen external stability, particularly to control the current account deficit within the safe limits and maintain the attractiveness of domestic financial assets. Bank Indonesia also continues to pursue a monetary operations strategy to increase the availability of liquidity in driving banking financing. Going forward, Bank Indonesia will take accommodative macroprudential policies and strengthen payment system policies in order to expand economic financing. Coordination with the Government and related authorities also continues to be strengthened to maintain economic stability in order to maintain the momentum of future economic growth.

Financial system stability is maintained with improved intermediation function and controlled credit risk. The banking Capital Adequacy Ratio (CAR) remained high at 22.9% and the liquidity ratio (AL/DPK) was still safe at 19.3% in December 2018. In addition, the ratio of Non-Performing Loans (NPL) remained low at 2.4% (*gross*) or 1.0% (*net*). From the banking intermediation function, credit growth in 2018 was recorded at 11.75%, higher than the 2017 credit growth of 8.2%. The growth of Third Party Deposits (DPK) in 2018 was 6.5%, a decrease compared to the previous year's DPK growth of 9.4%. Meanwhile, economic financing through the capital market, stock issuance (IPO and *rights issue*), corporate bonds, Medium Term Notes (MTN), and Negotiable Certificates of Deposit (NCD) throughout 2018 was recorded at Rp207.8 trillion (*gross*), a decrease compared to the achievement in 2017 of Rp299.4 trillion (*gross*). In 2019, Bank Indonesia predicts credit growth to be in the range of 10-12% (YoY) while the growth in DPK is estimated at around 8-10% (YoY). To the future, Bank Indonesia will take accommodative macroprudential policies to

12% (YoY) sedangkan pertumbuhan DPK diperkirakan sekitar 8-10% (YoY). Ke depan, Bank Indonesia akan menempuh kebijakan makroprudensial yang akomodatif guna mendorong pembiayaan ekonomi dan menjaga stabilitas sistem keuangan, berkoordinasi dengan otoritas terkait.

Kelancaran sistem pembayaran tetap terpelihara, baik dari sisi tunai maupun nontunai. Dari sisi pembayaran tunai, posisi Uang Yang Diedarkan (UYD) tumbuh 7,8% (YoY), menurun dari 10,7% (YoY) pada triwulan sebelumnya. Sistem pembayaran nontunai nilai besar melalui BI *Real Time Gross Settlement* (RTGS) dan nilai kecil melalui Sistem Kliring Nasional Bank Indonesia (SKNBI) berjalan lancar. Sementara itu, transaksi masyarakat menggunakan ATM-Debit, Kartu Kredit dan Uang Elektronik (UE) tumbuh 13,8% (YoY) pada triwulan IV 2018, meningkat dari 12,1% (YoY) pada triwulan sebelumnya. Transaksi uang elektronik tumbuh tinggi sebesar 218,9% (YoY) pada triwulan IV 2018, meskipun lebih rendah dibandingkan triwulan III 2018 sebesar 300,4% (YoY). Transaksi daring (*online*) via *digital banking* membukukan pertumbuhan yang meningkat, sebesar 44,4% (YoY), dibandingkan dengan pertumbuhan triwulan sebelumnya sebesar 41,1% (YoY). Kinerja positif uang elektronik dan *digital banking* tersebut tidak terlepas dari pengaruh menguatnya preferensi masyarakat bertransaksi menggunakan *platform* teknologi finansial (*teknologi finansial*), *e-commerce*, dan penggunaan uang elektronik pada sektor transportasi. Bank Indonesia akan terus memperkuat kebijakan sistem pembayaran dalam rangka memperluas pembiayaan ekonomi dengan tetap mendukung perlindungan konsumen dan menjaga stabilitas makroekonomi.

Sumber: Laporan Kebijakan Moneter Triwulan IV 2018, Bank Indonesia

encourage economic financing and maintain financial system stability, as well as coordinate with relevant authorities.

Smooth payment system is maintained, both in cash and non-cash. In terms of cash payments, the Circulated Money (UYD) position grew by 7.8% (YoY), a decrease from 10.7% (YoY) in the previous quarter. The large value non-cash payment system through BI Real Time Gross Settlement (RTGS) and small value through the Bank Indonesia National Clearing System (SKNBI) is running smoothly. Meanwhile, community transactions using ATM-Debit, Credit Cards, and Electronic Money (UE) grew by 13.8% (YoY) in Quarter IV 2018, an increase from 12.1% (YoY) in the previous quarter. Electronic money transactions grew high by 218.9% (YoY) in quarter IV 2018, although it was lower than quarter III 2018 of 300.4% (YoY). Online transactions via digital banking recorded an increasing growth of 44.4% (YoY), compared to the previous quarter's growth of 41.1% (YoY). The positive performance of electronic money and digital banking is inseparable from the influence of the strengthened people's preferences to transact using financial technology platforms (*fintech*), *e-commerce*, and the use of electronic money in the transportation sector. Bank Indonesia will continue to strengthen the payment system policies in order to expand economic financing while keep supporting consumer protection and maintaining macroeconomic stability.

Source: Monetary Policy Report for Quarter IV 2018, Bank Indonesia

ANALISIS POSISI BANK VICTORIA DALAM INDUSTRI PERBANKAN

Sebagai perbandingan kinerja Bank Victoria terhadap perbankan nasional, berikut ini merupakan rincian kinerja Bank Victoria dibandingkan dengan Industri Perbankan dan Bank BUKU II.

ANALYSIS OF BANK VICTORIA'S POSITION IN BANKING INDUSTRY

As a comparison of Bank Victoria's performance towards the national banking, the following table contains a breakdown of Bank Victoria's performance compared to the Banking Industry and BUKU II Bank.

Tabel Kinerja Pertumbuhan Bank dibanding rata-rata Industri (dalam %)
Table of Bank Performance Growth compared to Industry Average (in %)

Kinerja Performance	2018		
	Bank Victoria*	Industri Perbankan** Banking Industry	Bank BUKU II** BUKU II Banks
Aset Assets	4.67	9.21	(2.13)
Kredit Loans	3.55	11.75	(0.89)
DPK Third-Party Deposits	(0.67)	6.45	(4.14)

Sumber / Source:

*) Laporan Keuangan yang telah diaudit untuk tahun yang berakhir 31 Desember 2018/ Audited Financial Statements for the year ended 31 December 2018

**) Statistik Perbankan Indonesia Desember 2018 - Otoritas Jasa Keuangan (OJK) / Indonesian Banking Statistics December 2018 - Financial Services Authority (FSA)

Tabel Perbandingan Rasio Bank dibanding rata-rata Industri (dalam %)
Table of Bank Ratio Comparison compared to Industry Average (in %)

Kinerja Performance	2018		
	Bank Victoria*	Industri Perbankan** Banking Industry	Bank BUKU II** BUKU II Banks
NIM	1.82	5.14	5.08
ROA	0.33	2.55	1.54
LDR	73.61	94.78	94.03
CAR	16.73	22.97	26.28
BOPO	100.24	77.86	86.21

Sumber / Source:

*) Laporan Keuangan yang telah diaudit untuk tahun yang berakhir 31 Desember 2018/ Audited Financial Statements for the year ended on 31 December 2018

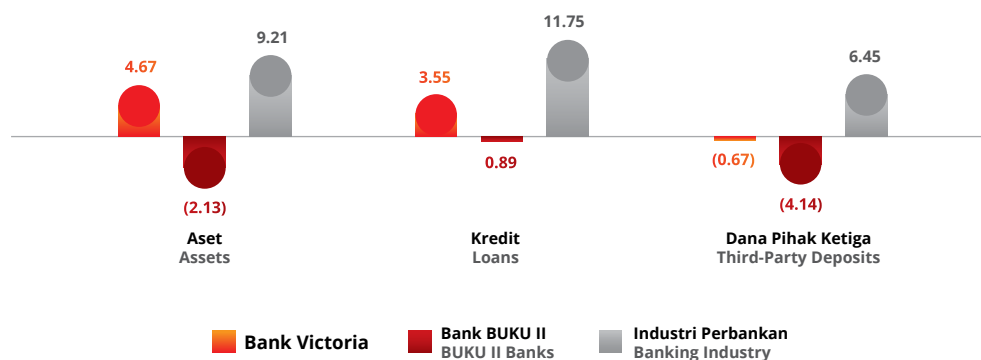
**) Statistik Perbankan Indonesia Desember 2018 – Otoritas Jasa Keuangan (OJK) / Indonesian Banking Statistics December 2018 - Financial Services Authority (FSA)

Pertumbuhan aset Bank Victoria mencapai 4,67%, lebih tinggi dibandingkan pertumbuhan aset perbankan umum BUKU II sebesar (2,13%). Pertumbuhan kredit Bank Victoria mencapai 3,55% juga lebih tinggi dibandingkan perbankan umum BUKU II sebesar (0,89%). Meskipun DPK Bank Victoria mengalami penurunan pertumbuhan DPK sebesar (0,67%). Penurunan tersebut masih jauh lebih rendah dibandingkan dengan DPK industri BUKU II sebesar (4,14%). Penurunan kinerja pertumbuhan BUKU II tersebut antara lain disebabkan pada tahun 2018 industri perbankan sedang menghadapi ketatnya likuiditas yang merupakan konsekuensi dari gencarnya bank menyalurkan kredit di tengah minimnya dana pihak ketiga (DPK). Hal tersebut berdampak pada pertumbuhan DPK yang minus.

The growth of Bank Victoria's assets reached 4.67%, higher than the growth of general banking assets of BUKU II amounting to (2.13%). Bank Victoria's credit growth reached 3.55%, also higher than BUKU II's general banking of (0.89%). Although Bank Victoria's Third-Party Deposits experienced a decline in DPK growth of (0.67%). The decrease was still far lower than DPK of BUKU II industry (4.14%). The decline in BUKU II's growth performance was among others due to in 2018 the banking industry was facing tight liquidity which was a consequence of the incessant bank lending in the midst of the lack of third party deposits (DPK). This had an impact on the minus growth of third-party deposits.

Grafik Pertumbuhan Bank Victoria dibandingkan dengan rata-rata Industri
Graph of Bank Victoria Growth compared Industry Average

(dalam / in %)



Tinjauan Operasional

Operational Overview

Secara umum, kegiatan usaha yang dilakukan Bank Victoria adalah menghimpun dana masyarakat dan menyalurkannya kembali dalam bentuk kredit dan pembiayaan, serta memberikan layanan jasa perbankan lainnya.

STRATEGI DAN RENCANA KERJA 2018

Bank memiliki strategi dalam mengeksekusi strategi pengembangan bisnis dalam rangka mendukung tercapainya target kinerja operasional dan keuangan sesuai yang telah dituangkan dalam Rencana Bisnis Bank serta meraih setiap peluang dan potensi bisnis yang ada di tahun 2018. Adapun strategi dan rencana kerja tersebut adalah sebagai berikut.

INDIKATOR KEUANGAN UTAMA

Secara keseluruhan, Bank menargetkan pertumbuhan yang *sustainable* pada kisaran 8% sampai dengan 12% dari sisi aset. Adapun dari sisi ekuitas, Bank secara konservatif akan menggangkarkan pertumbuhan ekuitas berdasarkan akumulasi dari laba ditahan secara konsisten dan diperkirakan akan tumbuh antara 7% hingga 11% per tahunnya. Terkait penyaluran kredit Bank menargetkan tumbuh secara sehat pada kisaran 14% hingga 21%. Sedangkan untuk perbaikan komposisi produk giro dan tabungan (CASA), Bank menetapkan target pertumbuhan produk CASA yang lebih besar dibandingkan dengan produk deposito untuk pertumbuhan Dana Pihak Ketiga nya dengan rasio CASA mencapai 28% pada tahun 2020. Sementara itu dari sisi laba/(rugi), Bank secara bertahap juga akan menargetkan pertumbuhan pendapatan bunga yang lebih besar dibandingkan dengan pertumbuhan pendapatan bunga yang lebih besar dibandingkan dengan pertumbuhan beban bunga. Dengan target indikator keuangan utama ini maka diharapkan Bank dapat menjaga rasio *Net Interest Margin* dikisaran 2% hingga 3%. Dengan terus menjaga pertumbuhan biaya dibawah pertumbuhan pendapatan bunga bersih. Terkait dengan Rasio Financial, Bank Victoria akan terus berupaya untuk menjaga rasio untuk tetap dalam koridor Tingkat Kesehatan Bank dengan peringkat komposit *low to moderate-2 (minimum requirement)* dan secara bertahap akan diupayakan untuk dapat mencapai peringkat komposit *low-1*.

TARGET JANGKA PENDEK

Meskipun celah pertumbuhan industri perbankan tahun 2017 dalam tekanan konsolidasi, Bank akan tetap menjaga pertumbuhan dan kinerja usaha yang lebih baik. Di tahun 2018, bisnis tetap harus tumbuh dengan kualitas yang lebih baik dengan ditopang oleh efektivitas proses kerja baik dari aspek *supporting* maupun dari aspek bisnis agar proses kerja menjadi lebih cepat, efisien tanpa mengabaikan prinsip kehati-hatian. Untuk mencapai hal tersebut Bank memiliki beberapa target jangka pendek yang telah ditetapkan sebagai berikut:

In general, the business activities carried out by Bank Victoria are raising public funds and redistributing them in the forms of loans and financing, as well as providing other banking services.

2018 STRATEGIES AND WORK PLANS

The Bank has a strategy in executing business development strategies in order to support the achievement of operational and financial performance targets as outlined in the Bank's Business Plan and to achieve every opportunity and business potential existed in 2018. The strategies and work plans are as follows.

KEY FINANCIAL INDICATORS

Overall, the Bank targets sustainable growth in the range of 8% to 12% in terms of assets. In terms of equity, the Bank will conservatively equity growth based on accumulation of retained earnings consistently and is expected to grow between 7% and 11% per year. Related to lending, the Bank aims to grow healthy in the range of 14% to 21%. As for the improvement of the composition of demand deposits and savings products (CASA), the Bank sets a growth target for CASA products that is higher than deposit products for the growth of its Third Party Deposits with a CASA ratio of 28% in 2020. Meanwhile, in terms of profit/(loss), the Bank will gradually target greater interest income growth compared to the growth in interest income which is greater than the growth in interest expense. With this key financial indicator target, it is expected that the Bank can maintain the Net Interest Margin ratio in the range of 2% to 3%, by continuing to maintain cost growth under net interest income growth. Regarding the Financial Ratio, Bank Victoria will continue to strive to maintain the ratio to remain within the corridor of the Bank's Soundness Level with a composite rating of low to moderate-2 (minimum requirement) and will gradually pursue to achieve a low-1 composite rating.

SHORT-TERM TARGETS

Even though the banking industry's growth gap in 2017 was under pressure of consolidation, the Bank will continue to maintain better growth and business performance. In 2018, business must continue to grow with better quality supported by the effectiveness of the work process both from the supporting aspects as well as from the business aspects so that the work process becomes faster, more efficient without neglecting the prudential principle. To achieve this, the Bank has several short-term targets that have been set as follows:

1. Jaringan Kantor

Di tahun 2018, Bank masih akan membuka cabang baru di kota-kota yang potensial dan mengoptimalkan jaringan Kantor dengan peningkatan status kantor serta merelokasi kantor kas yang saat ini dinilai tidak produktif ataupun tidak sesuai dengan target market yang sudah dicanangkan oleh Bank.

2. Pengembangan Produk dan Aktivitas Baru

Produk dan aktivitas baru di tahun 2018 meliputi Penerbitan *Bancassurance Product* (Valas, IB & MB dan Unit Link), Produk dan Sistem *Wealth Management*, E-money, *Corporate IB & MB Virtual Account*, Kredit *Channeling*, *Settlement* Bank, *Delivery Channel* kerjasama Bank Victoria Konvensional dengan Bank Victoria Syariah, Bank persepsi dan pengajuan sebagai Bank Administrator Rekening Dana Nasabah (RDN). Pengembangan aktivitas dan produk tersebut sudah menjadi keharusan bagi Bank Victoria untuk menjadi *one stop solution* untuk dapat memenuhi kebutuhan nasabah Bank Victoria. Persaingan terkait layanan perbankan yang lengkap sudah sejak lama dikembangkan oleh bank-bank pesaing. Selain selalu mempertahankan mutu layanan perbankan, Bank Victoria juga berkomitmen untuk meningkatkan keamanan perbankan.

3. Peningkatan *Fee Based Income*

Bank Victoria terus memperkuat struktur organisasi bisnis dan meluncurkan produk-produk untuk meningkatkan perolehan pendapatan operasional sejalan dengan meningkatnya penerimaan *fee based income*, terutama melalui produk dan aktivitas baru kepada nasabah.

4. Perbaikan Kualitas DPK

Bank Victoria akan mengurangi ketergantungan DPK kepada Depositor Inti, dengan memastikan deposan ritel terus bertumbuh. Rasio Tabungan dan Giro (CASA) akan terus ditingkatkan, mengingat Bank telah memiliki fitur *Internet Banking* dan *Mobile Banking* (IBMB). Program presentasi *Office to Office* (OTO) akan berjalan berkesinambungan dengan partisipasi dari seluruh cabang agar mendapatkan *payroll*. Proses *cross-selling* akan dilakukan pimpinan cabang kepada deposan, untuk aktif menggunakan fitur IBMB, sehingga mendorong peningkatan porsi Tabungan di Bank Victoria.

5. Pengembangan Segmentasi Kredit UMKM

Pada tahun 2017, bank melakukan perubahan organisasi khususnya bisnis komersial, untuk lebih berfokus pada UKM dibentuk Divisi SME Banking (sebelumnya tergabung menjadi satu dalam Divisi Komersial) yang memiliki fungsi untuk mengembangkan secara optimal kredit UKM di Bank. Pengembangan bisnis di tahun 2018 diarahkan pada pengembangan bisnis ritel, khususnya segmen UKM, untuk memperkuat struktur dan sebaran portofolio serta peningkatan *Net Interest Margin* (NIM).

1. Office Network

In 2018, the Bank continued to open new branches in potential cities and optimized Office Network by increasing office status and relocating cash offices that were currently considered non-productive or not in accordance with the target market that has been determined by the Bank.

2. New Product and Activity Development

New products and activities in 2018 include Issuance of Bancassurance Products (Forex, IB & MB, and Unit Link), Wealth Management Products and Systems, E-money, Corporate IB & MB Virtual Accounts, Channeling Credit, Bank Settlement, Delivery Channel in collaboration of Bank Victoria Conventional and Bank Victoria Syariah, the Bank's perception and submission as the Client Fund Account Administrator Bank (RDN). The development of these activities and products has become a necessity for Bank Victoria to become a one stop solution to meet the needs of Bank Victoria customers. Competencies related to complete banking services have long been developed by Competing Banks. In addition to always maintaining the quality of banking services, Bank Victoria is also committed to improving banking security.

3. Improvement of Fee Based Income

Bank Victoria continues to strengthen its business organization structure and launch products to increase operating income in line with the increase in fee-based income, especially through new products and activities to customers.

4. Improving the Third-Party Deposits (DPK) Quality

Bank Victoria will reduce its dependence on DPK to Core Depositors, by ensuring retail depositors continue to grow. The Savings and Demand Deposits Ratio (CASA) will continue to be improved, considering that the Bank has had the features of Internet Banking and Mobile Banking (IBMB). The Office to Office (OTO) presentation program will run continuously with the participation of all branches to obtain payroll. The cross-selling process will be carried out by branch managers to depositors, to actively use the IBMB features, thereby encouraging an increase in Savings portion at Bank Victoria.

5. Development of MSME Credit Segmentation

In 2017, the Bank made organizational changes, especially the commercial business, to focus more on SME by establishing SME Banking Division (previously incorporated into one Commercial Division) which has a function to optimally develop SME loans at the Bank. The business development in 2018 was directed at developing the retail business, particularly the SME segment, to strengthen the structure and distribution of portfolios and increase of the Net Interest Margin (NIM).

TARGET JANGKA MENENGAH

Untuk target jangka menengah (2018-2020), Bank masih akan tetap memelihara pertumbuhan dan kinerja usaha yang positif namun dengan melakukan beberapa aktivitas-aktivitas fundamental guna lebih meningkatkan daya saing Bank di Industri Perbankan yang ada saat ini maupun ke depannya. Adapun beberapa target jangka menengah yang telah ditetapkan oleh Bank yaitu:

1. Jaringan Kantor

Bank Victoria akan beroperasi di tujuh provinsi, membuka beberapa kantor, dan memiliki jaringan ekspansi di tempat baru tersebut. Melakukan pengembangan teknologi perbankan seperti *Internet Banking* dan *Mobile Banking* dalam memperluas cakupan jaringan kantor.

2. Peningkatan Kontribusi Pendapatan Provisi, Komisi dan *Fee Based Income*

Bank Victoria akan bertransformasi, tidak hanya bergantung pada hasil bunga namun juga *fee based* dan pendapatan transaksional melalui transaksi ekspor dan impor, valuta asing, transaksi pembayaran tagihan listrik, telepon, pajak, penjualan produk *bancassurance*, layanan *internet banking* dan *mobile banking*.

3. Fokus pada Pengembangan/Ekspansi Kredit UMKM dan Komersial

Bank berencana untuk lebih memfokuskan ekspansi pembiayaannya pada segmen UMKM dan Komersial.

4. Pengembangan Produk Kredit dan Pendanaan

Beberapa produk kredit dan pendanaan diharapkan dapat dikembangkan dalam jangka menengah. Hal ini untuk lebih memanfaatkan fungsi dari *core Banking System* Bank.

5. Rencana Pengembangan IT, Otomasi Proses, Pengembangan Produk dan *Core Banking System*

Perencanaan strategis IT untuk mendorong rencana bisnis bank secara keseluruhan dalam memberikan dukungan teknologi informasi haruslah dapat memberikan produk dan layanan dengan pendekatan teknologi yang inovatif yang dapat mendukung kebutuhan bisnis bank dalam memberikan layanan dan keamanan kepada nasabah. Dengan membangun infrastruktur teknologi sistem informasi yang terkini sejalan dengan pengembangan bisnis bank sehingga memberikan kemudahan akses, peningkatan produk dan layanan sekaligus meningkatkan keamanan bertransaksi, membantu layanan back office dalam mendukung operasional bisnis bank dan dapat memberikan efisiensi biaya operasional; dalam mendukung ekspansi bisnis bank yang lebih agresif, hal ini merupakan target dari pengembangan sistem informasi teknologi di Bank Victoria.

MEDIUM-TERM TARGETS

For the medium-term targets (2018-2020), the Bank will still maintain positive business growth and performance but by carrying out several fundamental activities in order to further enhance the Bank's competitiveness in the Banking Industry today and tomorrow. Some of the medium-term targets set by the Bank are:

1. Office Network

Bank Victoria will operate in seven provinces, open several offices, and have an expansion network in those new places. Developing banking technology such as Internet Banking and Mobile Banking in expanding the coverage of office networks.

2. Increased Contribution of Provisional Income, Commission, and Fee Based Income

Bank Victoria will transform, not only depending on interest yields but also fee-based and transactional income through export and import transactions, foreign exchange, electricity bill, telephone, tax payment, bancassurance product sales, internet banking and mobile banking services.

3. Focus on the Development/Expansion of MSME and Commercial Loans

The Bank plans to focus more on its financing expansion in MSME and Commercial segments.

4. Development of Credit Products and Funding

Some credit and funding products are expected to be developed in the medium term. This is to better utilize the functions of the Bank's Core Banking System.

5. IT Development Plan, Process Automation, Product Development, and Core Banking System

IT strategic planning to drive the Bank's overall business plan in providing information technology support shall be able to provide products and services with innovative technology approaches that can support the Bank's business needs in providing services and security to the customers. By building the latest information system technology infrastructure that is in line with the development of the Bank's business, it can provide easy access, improve the products and services as well as increase transaction security, assist back office services in supporting the Bank's business operations, and provide operational cost efficiency; in supporting a more aggressive expansion of the Bank's business, this is the target of developing an information technology system at Bank Victoria.

STRATEGI PENGEMBANGAN BISNIS

Bersesuaian dengan tema Rencana Bisnis Bank 2018: **"Continuous Improvement Towards Sustainable Growth"**, ditetapkan langkah-langkah strategis berikut.

1. Strategi Pengembangan Penghimpunan Dana Pihak Ketiga

Di tahun 2018, penghimpunan Dana Pihak Ketiga (DPK) difokuskan pada deposito ritel dan berdana murah.

2. Strategi Pembiayaan Kredit

Di tahun 2018, Bank akan berfokus pada kredit di segmen UKM dan Komersial dengan beberapa strategi berikut.

- Penetapan sasaran/target pasar berdasarkan *risk appetite*
- Peningkatan pertumbuhan portofolio kredit secara konsisten
- Percepatan proses pengajuan kredit untuk menjadi kompetitif
- Mengoptimalkan peran *relation officer*, *team leader* dan cabang/wilayah
- Optimalisasi peran Divisi Komersial, Divisi *SME Banking*, dan Divisi *Credit Analyst*
- Peningkatan peran dan kualitas sumber daya manusia di bidang perkreditan
- Peningkatan *account management* secara Konsisten

3. Strategi Aspek Operasional dan Teknologi

Strategi yang diterapkan secara umum berkaitan dengan aspek ini adalah menyediakan layanan operasional perbankan yang efisien, nyaman, cepat, dan handal, yang berbasis kepada orientasi bisnis.

BUSINESS DEVELOPMENT STRATEGIES

In line with the theme of the 2018 Bank Business Plan: **"Continuous Improvement Towards Sustainable Growth"**, the following strategic steps are established.

1. Strategy for the Development of Third Party Deposits

In 2018, the collection of Third Party Deposits (DPK) was focused on retail depositors and low-cost funds.

2. Loan Financing Strategy

In 2018, the Bank focused on loans in SME and Commercial segments with the following strategies.

- Determination of market aims/targets based on risk appetite
- Increased growth in loan portfolio consistently
- Acceleration of loan application process in order to be competitive
- Optimizing the role of relation officers, team leaders, and branch/region
- Optimization of the role of Commercial Division, SME Banking Division, and Credit Analyst Division
- Increasing the role and quality of human resources in credit sector
- Increasing account management consistently

3. Strategy of Operational and Technological Aspects

The strategy that is generally applied in relation to this aspect is providing banking operational services that are efficient, convenient, fast, and reliable, which are based on business orientation.

ASPEK PEMASARAN

Uraian aspek pemasaran meliputi pangsa pasar serta strategi pemasaran atas produk dan jasa Bank Victoria. Strategi pemasaran yang tepat akan mendorong peningkatan pangsa produk dan jasa.

PANGSA PASAR

Pangsa pasar Bank Victoria dibandingkan dengan industri perbankan secara keseluruhan di Indonesia dan dibandingkan bank BUKU II, selama tiga tahun terakhir, dijelaskan dalam tabel berikut ini.

MARKETING ASPECT

Description of marketing aspects include market share and marketing strategies for Bank Victoria's products and services. The right marketing strategy will encourage an increase in products and services' share.

MARKET SHARE

Bank Victoria's market share compared to the banking industry as a whole in Indonesia and compared to BUKU II banks for the past three years is described in the following table.

Tabel Pangsa Pasar Bank Victoria dibandingkan dengan Industri
Table of Bank Victoria's Market Share compared to Industry

(dalam triliun Rupiah / in trillion Rupiah)

Kategori		2018	2017	2016	Category	
Aset	Perbankan Nasional	8,068.35	7,387.14	6,722.99	National Banking	Assets
	Bank BUKU II	823.83	831.71	844.75	BUKU II Banks	
	Bank Victoria*	28.35	27.15	24.66	Bank Victoria*	
	Pangsa Pasar Industri (%)	0.35%	0.37%	0.37%	Industry Market Share (%)	
	Pangsa Pasar Bank BUKU II (%)	3.44%	3.26%	2.92%	BUKU II Market Share (%)	

Kategori		2018	2017	2016	Category	
Dana Pihak Ketiga	Perbankan Nasional	5,630.45	5,289.21	4,733.97	National Banking	Third Party Deposits
	Bank BUKU II	549.99	573.71	571.78	BUKU II Banks	
	Bank Victoria*	20.60	20.74	19.49	Bank Victoria*	
	Pangsa Pasar Industri (%)	0.37%	0.39%	0.41%	Industry Market Share (%)	
	Pangsa Pasar Bank BUKU II (%)	3.75%	3.61%	3.41%	BUKU II Market Share (%)	
Kredit	Perbankan Nasional	5,358.01	4,781.96	4,413.41	National Banking	Loans
	Bank BUKU II	525.71	529.98	568.08	BUKU II Banks	
	Bank Victoria*	15.16	14.57	13.33	Bank Victoria*	
	Pangsa Pasar Industri (%)	0.28%	0.30%	0.30%	Industry Market Share (%)	
	Pangsa Pasar Bank BUKU II (%)	2.88%	2.75%	2.35%	BUKU II Market Share (%)	

* Untuk PT Bank Victoria International Tbk, tidak mencakup PT Bank Victoria Syariah (Entitas Anak).

* For PT Bank Victoria International Tbk, not covering PT Bank Victoria Syariah (Subsidiary).

Berdasarkan jumlah aset yang dimiliki, dana pihak ketiga dan kredit yang disalurkan penguasaan pangsa pasar Bank Victoria untuk tahun 2018 masing-masing sebesar 0,35%, 0,37% dan 0,28% sedikit mengalami penurunan dibandingkan tahun 2017 yang masing-masing sebesar 0,37%, 0,39% dan 0,30%.

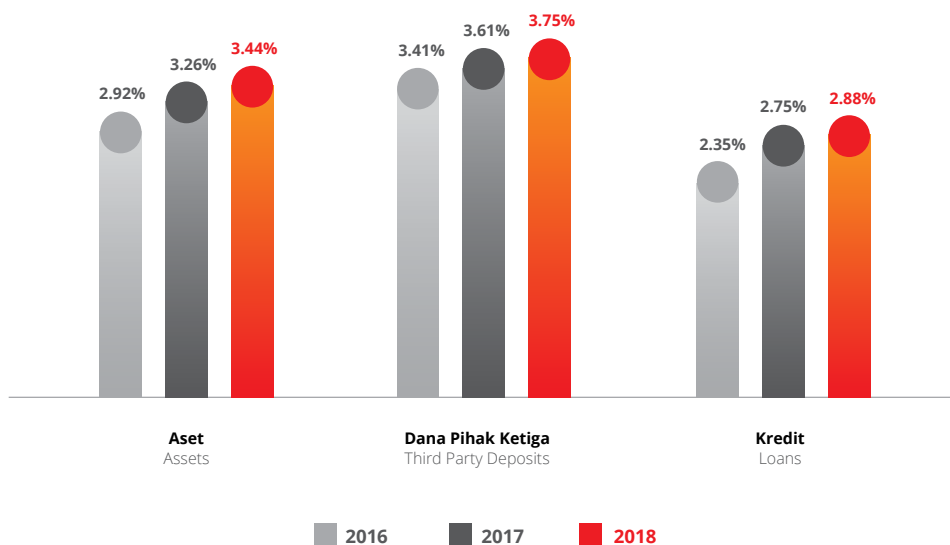
Di tengah ketatnya persaingan di industri perbankan, Bank Victoria juga menghadapi persaingan dengan seluruh Bank BUKU II. Pangsa pasar Bank Victoria untuk BUKU II berdasarkan dana pihak ketiga juga mengalami peningkatan menjadi 3,75% di tahun 2018 dari sebelumnya sebesar 3,61%. Demikian pula dari sisi aset dan kredit pangsa pasar BUKU II Bank Victoria berhasil mengalami pertumbuhan di tahun 2018 masing-masing menjadi sebesar 3,44% dan 2,88%.

Based on the total assets, third party deposits and loans channeled by Bank Victoria's market share control for 2018 were 0.35%, 0.37%, and 0.28%, respectively, slightly decreasing compared to those of 2017 of 0.37%, 0.39%, and 0.30%, respectively.

In the midst of intense competition in the banking industry, Bank Victoria also faces competition with all BUKU II Banks. Bank Victoria's market share for BUKU II based on third party deposits also increased slightly to 3.75% in 2018 from previously 3.61%. Otherwise, in terms of assets and loans, the market share of Bank Victoria's BUKU II managed to grow in 2018 to be 3.44% and 2.88%, respectively.

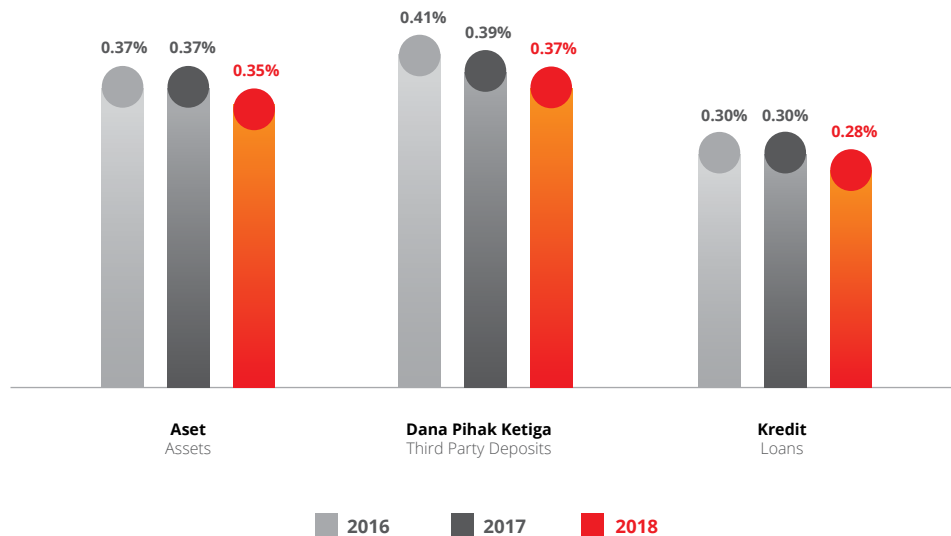
Grafik Pangsa Pasar Bank Victoria terhadap BUKU II Graph of Bank Victoria's Market Share to BUKU II

(dalam / in %)



Grafik Pangsa Pasar Bank Victoria terhadap Industri Perbankan Graph of Bank Victoria's Market Share to Banking Industry

(dalam / in %)



STRATEGI PEMASARAN

Strategi pemasaran dalam dalam menjaring dana pihak ketiga (DPK) dan menyalurkan pinjaman dijelaskan sebagai berikut.

- Melakukan kegiatan sosialisasi perbankan melalui CSR dan atau edukasi terhadap masyarakat.
- Setiap wilayah akan mengadakan *Customer event* setiap bulannya untuk memperkenalkan produk unggulan Bank terutama *VIP Safe*.
- Melakukan aktivitas *customer gathering* untuk produk-produk *Wealth Management*.
- Berkerjasama untuk referensi produk *Bancassurance*.
- Memperkenalkan layanan *Call Center* Bank.

Sementara itu, strategi penjualan Bank adalah sebagai berikut.

- Meningkatkan produktivitas Pimpinan Cabang dan *Marketing Officer* dalam pencapaian DPK dan NTB melalui laporan, *monitoring* dan *mentoring* harian.
- Mengurangi porsi deposan inti dengan memperbanyak porsi deposan ritel agar DPK Portofolio tidak hanya didominasi oleh deposito inti.
- Cabang melakukan aktivitas *cross selling* kepada debitur dan deposan korporasi/komersial untuk menjual produk Deposito dan *VIP Safe* kepada karyawan.
- Mendorong cabang melakukan aktivitas *sales* yang lebih agresif dengan cara *referral*, *cross-selling* dan *portfolio deepening*.
- Mengaktivasi nasabah yang sudah *dormant* ataupun *zero balance* dengan memberikan informasi *rate* deposito yang *up to date*, fitur produk *VIP Safe*, dan *cross-selling* kepada produk *Wealth Management*.
- Setiap wilayah mengadakan program OTO di tiap wilayah minimal satu kali dalam sebulan.
- Meningkatkan profitabilitas Bank melalui *cross-selling* penjualan produk *Bancassurance* dan *Wealth Management*.

MARKETING STRATEGIES

In capturing third party deposits (DPK) and channeling loans, Bank Victoria conducts marketing strategies as described below.

- Conducting banking socialization activities through CSR and/or education to the community.
- Each region will hold a Customer event each month to introduce the Bank's superior products, especially *VIP Safe*.
- Conducting customer gathering activities for *Wealth Management* products.
- Collaborating for *Bancassurance* product reference.
- Introducing Bank *Call Center* services.

Meanwhile, the Bank's sales strategies are as follows.

- Increasing productivity of Branch Managers and Marketing Officers in achieving DPK and NTB through reports, monitoring, and daily mentoring.
- Reducing the portion of core depositors by increasing the portion of retail depositors so that DPK portfolio will not only be dominated by core depositors.
- The Branch conducts cross selling activities to debtors and corporate/commercial depositors to sell *Time Deposit* and *VIP Safe* products to employees.
- Encouraging Branch to engage in more aggressive sales activities by referrals, cross-selling, and deepening portfolios.
- Activating dormant or zero balance customers by providing information of up to date deposit rate, *VIP Safe* product features, and cross-selling of *Wealth Management* products.
- Each region holds OTO program in each region at least once a month.
- Increasing Bank profitability through cross-selling of *Bancassurance* and *Wealth Management* product.

KINERJA SEGMENT USAHA

Segmen usaha adalah sekelompok aset dan operasi yang menyediakan barang atau jasa yang memiliki risiko serta tingkat pengembalian yang berbeda dengan segmen usaha lainnya. Sesuai dengan standar akuntansi yang berlaku, Bank Victoria membagi segmen usaha berdasarkan segmen operasi dan segmen geografis. Berdasarkan PSAK 5 (Revisi 2014) mengenai "Segmen Operasi". Segmen operasi dilaporkan sesuai dengan laporan internal Bank yang disiapkan untuk mengambil keputusan operasional yang bertanggung jawab untuk mengalokasikan sumber daya ke segmen tertentu dan penilaian atas performanya.

SEGMENT OPERASI

Segmen operasi Bank Victoria dibagi ke dalam segmen konvensional dan segmen syariah. Penjelasan tiap-tiap segmen diuraikan sebagai berikut.

KONVENSIONAL

Segmen konvensional Bank Victoria terdiri dari produk dan jasa berupa produk simpanan, produk pinjaman, dan jasa layanan. Berikut adalah produk dan jasa dari segmen konvensional.

1. Penghimpunan Dana (Simpanan)
Produk simpanan merupakan dana pihak ketiga yang berhasil dihimpun oleh Bank melalui berbagai produk tabungan, giro, dan deposito.
2. Penyaluran Dana (Pinjaman)
Produk pinjaman merupakan pemberian kredit kepada pihak ketiga, baik perorangan maupun perusahaan.
3. Jasa Layanan
Jasa layanan adalah salah satu usaha penunjang yang disediakan Bank.

PRODUKTIVITAS SEGMENT KONVENSIONAL

Produktivitas Segmen Konvensional meliputi penghimpunan dana, penyaluran dana dan jasa layanan disajikan sebagai berikut.

Penghimpunan Dana

Jumlah rekening dana pihak ketiga tahun 2018 mencapai 97.051 unit rekening meningkat sebesar 3.854 unit rekening atau 4,14% dibandingkan dengan tahun 2017 yang mencapai 93.197 unit rekening. Peningkatan tersebut berasal dari kenaikan tabungan sebesar 4.159 unit rekening.

Tabel Jumlah Rekening Dana Pihak Ketiga

Table of Number of Third Party Deposits Accounts

(dalam unit rekening / in account unit)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Tabungan	70,558	72.70%	66,399	71.25%	4,159	6.26%	Savings Deposits
Giro	2,306	2.38%	2,116	2.27%	190	8.98%	Demand Deposits
Deposito Berjangka	24,187	24.92%	24,682	26.48%	(495)	(2.01%)	Time Deposits
TOTAL	97,051	100.00%	93,197	100.00%	3,854	4.14%	TOTAL

PERFORMANCE OF BUSINESS SEGMENTS

A business segment is a group of assets and operations providing goods or services with risks and returns that are different from other business segments. In accordance with the applicable accounting standards, Bank Victoria divides business segments based on operating segments and geographical segments. Based on PSAK 5 (Revised 2014) on "Operating Segments", operating segments are reported in accordance with the Bank's internal reports that are prepared to take operational decisions accountable for allocating resources to certain segments and evaluating their performance.

OPERATING SEGMENT

Bank Victoria's operating segment is divided into conventional segment and sharia segment. Explanation of each segment is described as follows.

CONVENTIONAL

Bank Victoria's conventional segment consists of products and services in the forms of savings products, lending products, and services. Below are the products and services of conventional segment.

1. Funding (Savings)
Savings products are third party deposits that have been collected by Bank Victoria through various savings products, demand deposits, and time deposits.
2. Lending (Loans)
Loan products are credit provision to third parties, either individual or company.
3. Services
Services are one of the supporting businesses provided by the Bank.

PRODUCTIVITY OF CONVENTIONAL SEGMENTS

Productivity of Conventional Segments include funding, lending, and services is presented below.

Funding

The number of third party deposit accounts in 2018 reached 97,051 accounts, which increased by 3,854 accounts or 4.14% compared to 93,197 accounts in 2017. The increase came from an increase in savings deposits of 4,159 accounts.

Jumlah dana pihak ketiga tahun 2018 mencapai Rp20,59 triliun menurun sebesar Rp142,54 miliar atau 0,69% dibandingkan dengan tahun 2017 yang mencapai Rp20,74 triliun. Hal tersebut berasal dari penurunan jumlah dana pihak ketiga dari giro sebesar Rp119,03 miliar.

Total third party deposits in 2018 reached Rp20.59 trillion, which decreased by Rp142.54 billion or 0.69% compared to Rp20.74 trillion in 2017. This was due to the decrease in total third-party deposits from demand deposits of Rp119.03 billion.

Tabel Jumlah Dana Pihak Ketiga
Table of Total Third-Party Deposits

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Tabungan	2,712,595	13.17%	2,793,969	13.47%	(81,374)	(2.91%)	Savings Deposits
Giro	635,225	3.08%	754,259	3.64%	(119,034)	(15.78%)	Demand Deposits
Deposito Berjangka	17,247,139	83.75%	17,189,273	82.89%	57,866	0.34%	Time Deposits
TOTAL	20,594,959	100.00%	20,737,501	100.00%	(142,542)	(0.69%)	TOTAL

Tabungan

Jumlah rekening produk tabungan tahun 2018 mencapai 70.558 unit rekening meningkat sebesar 4.159 unit rekening atau 6,26% dibandingkan dengan tahun 2017 yang mencapai 66.399 unit rekening. Peningkatan tersebut berasal dari kenaikan produk tabungan dari pihak ketiga sebesar 4.145 unit rekening.

Savings Deposits

The number of savings products in 2018 reached 70,558 accounts, which increased by 4,159 accounts or 6.26% compared to 66,399 accounts in 2017. The increase came from an increase in savings products from third parties of 4,145 accounts.

Tabel Jumlah Rekening Produk Tabungan
Table of Number of Savings Products

(dalam unit rekening / in account unit)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Pihak Ketiga	70,368	99.73%	66,223	99.73%	4,145	6.26%	Third Parties
Pihak Berelasi	190	0.27%	176	0.27%	14	7.95%	Related Parties
TOTAL	70,558	100.00%	66,399	100.00%	4,159	6.26%	TOTAL

Jumlah dana produk tabungan tahun 2018 mencapai Rp2,71 triliun menurun sebesar Rp81,37 miliar dibandingkan dengan tahun 2017 yang mencapai Rp2,79 triliun. Hal tersebut berasal dari penurunan jumlah tabungan dari pihak ketiga sebesar Rp75,87 miliar.

Total savings products in 2018 reached Rp2.71 trillion, which decreased by Rp81.37 billion compared to Rp2.79 trillion in 2017. This was due to the decrease in total savings from third party of Rp75.87 billion.

Tabel Jumlah Dana Produk Tabungan
Table of Total Funding in Savings

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Pihak Ketiga	2,664,213	98.22%	2,740,087	98.07%	(75,874)	(2.77%)	Third Parties
Pihak Berelasi	48,382	1.78%	53,881	1.93%	(5,499)	(10.21%)	Related Parties
TOTAL	2,712,595	100.00%	2,793,968	100.00%	(81,373)	(2.91%)	TOTAL

Giro

Jumlah rekening produk giro tahun 2018 mencapai 2.306 unit rekening meningkat sebesar 190 unit rekening atau 8,98% dibandingkan dengan tahun 2017 yang mencapai 2.116 unit rekening. Peningkatan tersebut berasal dari kenaikan produk giro dari pihak ketiga sebesar 185 unit rekening.

Tabel Jumlah Rekening Produk Giro
Table of Number of Demand Deposits

(dalam unit rekening / in account unit)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Pihak Ketiga	2,238	97.05%	2,053	97.02%	185	9.01%	Third Parties
Pihak Berelasi	68	2.95%	63	2.98%	5	7.94%	Related Parties
TOTAL	2,306	100.00%	2,116	100.00%	190	8.98%	TOTAL

Jumlah dana produk giro tahun 2018 mencapai Rp635,23 miliar menurun sebesar Rp119,03 miliar dibandingkan dengan tahun 2017 yang mencapai Rp754,26 miliar. Hal tersebut berasal dari penurunan jumlah giro dari pihak ketiga sebesar Rp127,70 miliar.

Demand Deposits

The number of demand deposits in 2018 reached 2,306 accounts, which increased by 190 accounts or 8.98% compared to 2,116 accounts in 2017. The increase came from an increase in demand deposits from third parties of 185 accounts.

Total demand deposits in 2018 reached Rp635.23 billion, which decreased by Rp119.03 billion compared to Rp754.26 billion in 2017. This was due to the decrease in total demand deposits from third party of Rp127.70 billion.

Tabel Jumlah Dana Produk Giro
Table of Total Savings Products

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Pihak Ketiga	611,346	96.24%	739,042	97.98%	(127,696)	(17.28%)	Third Parties
Pihak Berelasi	23,879	3.76%	15,217	2.02%	8,662	56.92%	Related Parties
TOTAL	635,225	100.00%	754,259	100.00%	(119,034)	(15.78%)	TOTAL

Deposito Berjangka

Jumlah rekening produk deposito berjangka tahun 2018 mencapai 14.178 unit rekening menurun sebesar 10.504 unit rekening atau 42,56% dibandingkan dengan tahun 2017 yang mencapai 24.682 unit rekening. Hal tersebut berasal dari penurunan jumlah rekening produk deposito berjangka 1 (satu) bulan sebesar 485 unit rekening.

Time Deposits

The number of time deposits in 2018 reached 14,178 accounts, which decreased by 10,504 accounts or 42.56% compared to 24,682 accounts in 2017. This came from the decrease in the number of time deposits of 1 (one) month tenor of 485 accounts.

Tabel Jumlah Rekening Produk Deposito Berjangka
Table of Number of Time Deposits

(dalam unit rekening / in account unit)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
1 bulan	9,620	67.85%	10,105	40.94%	(485)	(4.80%)	1 month
3 bulan	11,406	80.45%	11,571	46.88%	(165)	(1.43%)	3 months
6 bulan	2,355	16.61%	2,163	8.76%	192	8.88%	6 months
12 bulan	797	5.62%	843	3.42%	(46)	(5.46%)	12 months
TOTAL	14,178	100.00%	24,682	100.00%	(10,504)	(42.56%)	TOTAL

Jumlah dana produk deposito berjangka berdasarkan pihak tahun 2018 mencapai Rp17,25 triliun meningkat sebesar Rp57,87 miliar dibandingkan dengan tahun 2017 yang mencapai Rp17,19 triliun. Hal tersebut berasal dari peningkatan produk deposito berjangka pihak ketiga sebesar Rp45,65 miliar.

Total funds of time deposits by party in 2018 reached Rp17.25 trillion, which increased by Rp57.87 billion compared to Rp17.19 trillion in 2017. This was due to the increase in time deposits from third party of Rp45.65 billion.

Tabel Jumlah Dana Produk Deposito Berjangka, berdasarkan Pihak
Table of Funds from Time Deposits, by Party

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Pihak Ketiga	17,136,635	99.36%	17,090,986	99.43%	45,649	0.27%	Third Parties
Pihak Berelasi	110,504	0.64%	98,287	0.57%	12,217	12.43%	Related Parties
TOTAL	17,247,139	100.00%	17,189,273	100.00%	57,866	0.34%	TOTAL

Jumlah dana produk deposito berjangka tahun 2018 mencapai Rp17,25 triliun meningkat sebesar Rp57,87 miliar dibandingkan dengan tahun 2017 yang mencapai Rp17,19 triliun. Hal tersebut berasal dari peningkatan produk deposito berjangka 6 (enam) dan 12 bulan sebesar Rp786,46 miliar.

Total funds of time deposits in 2018 reached Rp17.25 trillion, which increased by Rp57.87 billion compared to Rp17.19 trillion in 2017. This was due to the increase in time deposits of 6 (six) and 12 months tenor of Rp786.46 billion.

Tabel Jumlah Dana Produk Deposito Berjangka
Table of Total Funds of Time Deposits

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
1 bulan	6,518,846	37.80%	6,593,197	38.36%	(74,351)	(1.13%)	1 month
3 bulan	6,661,475	38.62%	7,315,928	42.56%	(654,453)	(8.95%)	3 months
6 bulan	2,503,790	14.52%	2,157,990	12.55%	345,800	16.02%	6 months
12 bulan	1,563,028	9.06%	1,122,159	6.53%	440,869	39.29%	12 months
TOTAL	17,247,139	100.00%	17,189,273	100.00%	57,866	0.34%	TOTAL

Penyaluran Dana (Pinjaman)

Penyaluran dana pinjaman berdasarkan pihak/jenis nasabah tahun 2018 mencapai Rp15,16 triliun meningkat sebesar Rp590,68 miliar atau 4,05% dibandingkan dengan tahun 2017 yang mencapai Rp14,57 triliun. Peningkatan tersebut berasal dari kenaikan pinjaman berdasarkan pihak/jenis nasabah dari pihak ketiga sebesar Rp594,47 triliun.

Lending (Loans)

Lending based on parties/types of customers in 2018 reached Rp15.16 trillion, an increase of Rp590.68 billion or 4.05% compared to Rp14.57 trillion in 2017. The increase came from an increase in loans based on parties/types of customers from third parties amounting to Rp594.47 trillion.

Tabel Produk Pinjaman Berdasarkan Pihak/Jenis Nasabah
Table of Loans by Parties/Types of Customers

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Pihak Ketiga	15,096,395	99.59%	14,501,922	99.54%	594,473	4.10%	Third Parties
Pihak Berelasi	62,630	0.41%	66,416	0.46%	(3,786)	(5.70%)	Related Parties
TOTAL	15,159,025	100.00%	14,568,338	100.00%	590,678	4.05%	TOTAL

Berdasarkan jenis pinjaman, produk pinjaman yang mengalami peningkatan berasal dari kenaikan pinjaman tetap sebesar Rp1,42 triliun atau 16,88%.

Based on the type of loans, loan products that experienced an increase came from an increase in fixed loans of Rp1.42 trillion or 16.88%.

Tabel Produk Pinjaman Berdasarkan Jenis Pinjaman
Table of Loans by Types Loans

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Pinjaman Tetap	9,803,808	64.68%	8,388,562	57.58%	1,416,190	16.88%	Fixed Loans
Pinjaman Konsumen	299,260	1.97%	396,336	2.72%	(97,076)	(24.49%)	Consumer Loans

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Pinjaman Rekening Koran	973,885	6.42%	889,565	6.11%	84,320	9.48%	Overdraft
Pinjaman Tetap Dengan Angsuran	4,028,664	26.57%	4,814,915	33.05%	(786,251)	(16.33%)	Fixed Loans with Installments
Pinjaman Serba Guna	53,408	0.35%	78,889	0.54%	(25,481)	(32.30%)	Other Loans
Pinjaman Tanpa Agunan	-	-	71	0.00%	(71)	(100.00%)	Unsecured Loans
TOTAL	15,159,025	100.00%	14,568,338	100.00%	591,631	4.06%	TOTAL

Berdasarkan sektor ekonomi, produk pinjaman yang mengalami peningkatan berasal dari kenaikan lembaga pembiayaan sebesar Rp204,79 miliar atau 5.95%.

Based on economic sector, loan products that experienced an increase came from an increase in financing institution of Rp204.79 billion or 5.95%.

Tabel Produk Pinjaman berdasarkan Sektor Ekonomi
Table of Loans by Economic Sector

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Lembaga Pembiayaan	3,645,210	24.04%	3,440,421	23.62%	204,789	5.95%	Financing Institution
Perdagangan, Restoran dan Hotel	3,320,498	21.90%	3,174,886	21.79%	145,613	4.59%	Trading, Restaurant and Hotel
Industri	1,873,465	12.36%	1,688,757	11.59%	184,708	10.94%	Industry
Real Estate	3,317,177	21.88%	3,248,353	22.30%	68,824	2.12%	Real Estate
Konstruksi	902,427	5.95%	816,600	5.61%	86,770	10.51%	Construction
Jasa-jasa Sosial/ Masyarakat	579,851	3.83%	638,436	4.38%	(58,585)	(9.18%)	Social Community Service
Lain-lain	1,520,397	10.03%	1,560,885	10.71%	(40,488)	(2.59%)	Others
TOTAL	15,159,025	100.00%	14,568,338	100.00%	591,631	4.05%	TOTAL

Produk pinjaman UMKM tahun 2018 mencapai Rp1,89 triliun meningkat sebesar Rp605,98 miliar atau 47,32% dibandingkan dengan tahun 2017 yang mencapai Rp1,28 triliun. Peningkatan tersebut berasal dari kenaikan pinjaman dari usaha menengah sebesar Rp619,02 miliar.

MSME loans in 2018 reached Rp1.89 trillion, an increase of Rp605.98 billion or 47.32% compared to Rp1.28 trillion in 2017. The increase came from an increase in loans from medium-sized businesses amounting to Rp619.02 billion.

Tabel Produk Pinjaman UMKM
Table of MSME Loans

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Usaha Mikro	-	-	-	-	-	-	Micro Business
Usaha Kecil	77,996	4.13%	91,032	7.11%	(13,036)	(14.32%)	Small Business
Usaha Menengah	1,808,660	95.87%	1,189,640	92.89%	619,020	52.03%	Medium Business
TOTAL	1,886,656	100.00%	1,280,672	100.00%	605,984	47.32%	TOTAL

Jasa Layanan

Layanan Keuangan

Produk pinjaman Jasa layanan tahun 2018 mencapai Rp10,80 triliun meningkat sebesar Rp6,28 triliun atau 138,87% dibandingkan dengan tahun 2017 yang mencapai Rp4,52 triliun. Peningkatan tersebut berasal dari kenaikan jasa layanan kliring sebesar Rp6,33 triliun.

Tabel Jasa Layanan
Table of Services

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Western Union	-	-	-	-	-	-	Western Union
Kliring	8,700,273	80.57%	2,369,078	52.41%	6,331,195	267.24%	Clearing
Pembayaran Listrik PLN Praqtis	-	-	-	-	-	-	PLN Praqtis Electricity Payments
Postpaid	54,414	0.50%	312,552	6.91%	(258,138)	(82.59%)	Postpaid
Prepaid	97	0.00%	476	0.01%	(379)	(79.62%)	Prepaid
Pembayaran Telkom	2,438	0.02%	8,614	0.19%	(6,176)	(71.70%)	Telkom Payments
Pembayaran Gaji Karyawan	1,684	0.02%	354,735	7.85%	(353,051)	(99.53%)	Employee Salary Payments
ATM Victoria	2,039,149	18.88%	1,474,991	32.63%	564,158	38.25%	ATM Victoria
TOTAL	10,798,055	100.00%	4,520,446	100.00%	6,277,609	138.87%	TOTAL

Layanan Bank Devisa

Jumlah rekening dana pihak ketiga layanan bank devisa tahun 2018 mencapai 629 unit rekening meningkat sebesar Rp361 unit rekening atau 134,70% dibandingkan dengan tahun 2017 yang mencapai Rp268 unit rekening. Peningkatan tersebut berasal dari kenaikan jumlah rekening dana pihak ketiga layanan bank devisa giro sebesar 231 unit rekening atau 144,38%.

Tabel Jumlah Rekening Dana Pihak Ketiga Layanan Bank Devisa
Table of Number of Third Party Deposits Accounts of Foreign Exchange Services

(dalam unit rekening / in account unit)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Unit Rekening)	(%)	(Unit Rekening)	(%)	(Unit Rekening)	(%)	
Giro	391	62.16%	160	59.70%	231	144.38%	Demand Deposits
Berjangka	238	37.84%	108	40.30%	130	120.37%	Time Deposits
TOTAL	629	100.00%	268	100.00%	361	134.70%	TOTAL

Jumlah dana pihak ketiga layanan bank devisa tahun 2018 mencapai Rp305,037 miliar meningkat sebesar 118,25 miliar atau 63,31% dibandingkan dengan tahun 2017 sebesar Rp186,79 miliar. Peningkatan tersebut berasal dari penambahan jumlah dana layanan bank devisa dari dana pihak ketiga berjangka sebesar Rp66,67 miliar.

Services

Financial Services

Services loan product in 2018 reached Rp10.80 trillion, an increase of Rp6.28 trillion or 138.87% compared to Rp4.52 trillion in 2018. The increase came from the increase in clearing services by Rp6.33 trillion.

Foreign Exchange Bank Services

The number of third party deposits of foreign exchange bank service in 2018 reached 629 account units, which increased by 361 account units or 134.70% compared to 268 account units in 2017. The increase originated from the increase in the number of third party deposits of foreign exchange current account service by 231 account units or 144.38%.

The amount of third party deposits of foreign exchange bank service in 2018 reached Rp305.037 billion, which increased by Rp118.25 billion or 63.31% compared to Rp186.79 billion in 2017. The increase came from the addition of foreign exchange bank service funds from third party deposits in the amount of Rp66.67 billion.

Tabel Jumlah Dana Pihak Ketiga Layanan Bank Devisa**Table of Total Third Party Deposits Accounts of Foreign Exchange Services**

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Giro	73,439	24.08%	21,854	11.70%	51,585	236.04%	Demand Deposits
Berjangka	231,598	75.92%	164,932	88.30%	66,666	40.42%	Time Deposits
TOTAL	305,037	100.00%	186,786	100.00%	118,251	63.31%	TOTAL

SYARIAH

Bank Victoria Syariah adalah segmen bisnis syariah yang dijalankan oleh entitas anak dari Bank Victoria. Sama halnya dengan segmen konvensional, segmen syariah memiliki produk dan jasa berupa simpanan, produk pinjaman, dan jasa layanan.

PRODUKTIVITAS SEGMENT SYARIAH

Produktivitas Segmen Syariah meliputi penghimpunan dana, penyaluran dana dan jasa layanan disajikan sebagai berikut.

Penghimpunan Dana (Simpanan)**Tabel Jumlah Rekening Dana Pihak Ketiga - Syariah****Table of Number of Third Party Deposits Accounts - Sharia**

(dalam unit rekening / in account unit)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Tabungan	3,860	79.98%	4,105	81.38%	(245)	(5.97%)	Savings Deposits
Pihak Ketiga	3,778	78.28%	4,012	79.54%	(234)	(5.83%)	Third Parties
Pihak Berelasi	82	1.70%	93	1.84%	(11)	(11.83%)	Related Parties
Giro	255	5.28%	257	5.10%	(2)	(0.78%)	Demand Deposits
Pihak Ketiga	252	5.22%	254	5.04%	(2)	(0.79%)	Third Parties
Pihak Berelasi	3	0.06%	3	0.06%	0	0.00%	Related Parties
Deposito Berjangka	711	14.74%	682	13.52%	29	4.25%	Time Deposits
1 bulan	444	9.20%	400	7.93%	44	11.00%	1 month
3 bulan	151	3.13%	138	2.74%	13	9.42%	3 months
6 bulan	94	1.95%	122	2.42%	(28)	(22.95%)	6 months
12 bulan	22	0.46%	22	0.44%	0	0.00%	12 months
TOTAL	4,826	100.00%	5,044	100.00%	(218)	(4.32%)	TOTAL

Jumlah rekening dana pihak ketiga syariah pada tahun 2018 mencapai 4.826 unit rekening, mengalami penurunan sebesar 4,32% atau 5,044 unit rekening. Penurunan tersebut khususnya berasal dari turunya rekening tabungan sebesar 245 unit rekening. Hal ini disebabkan banyaknya rekening tabungan yang ditutup karena rekening tersebut sudah tidak aktif untuk jangka waktu cukup lama (*dormant account*) bersaldo nol. Namun secara *outstanding* posisi tabungan pada tahun 2018 mengalami kenaikan.

SHARIA

Bank Victoria Syariah is a sharia business segment run by a subsidiary of Bank Victoria. Similar to the conventional segment, the sharia segment has products and services in the form of deposits, loans, and services.

PRODUCTIVITY OF SHARIA SEGMENT

Productivity of Sharia Segment include funding, lending, and services is presented below.

Fundings (Savings)

The number of sharia third party deposits in 2018 reached 4,826 accounts, a decrease of 4.32% or 5,044 accounts. The decline in particular came from the decrease in savings accounts of 245 accounts. This was due to the large number of savings accounts that were closed because those accounts were inactive for relatively a long time (*dormant account*) with zero balance. However, in an outstanding manner, the position of savings in 2018 increased.

Tabel Jumlah Dana Pihak Ketiga - Syariah
Table of Total Third Party Deposits - Sharia

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Tabungan	54,065	3.63%	43,766	2.90%	10,299	23.53%	Savings Deposits
Pihak Ketiga	53,422	3.58%	43,076	2.85%	10,346	24.02%	Third Parties
Pihak Berelasi	643	0.04%	690	0.05%	(47)	-6.81%	Related Parties
Giro	46,288	3.10%	37,471	2.48%	8,817	23.53%	Demand Deposits
Pihak Ketiga	46,246	3.10%	37,431	2.48%	8,815	23.55%	Third Parties
Pihak Berelasi	42	0.00%	40	0.00%	2	5.00%	Related Parties
Deposito Berjangka	1,391,088	93.27%	1,429,922	94.62%	(38,834)	(2.72%)	Time Deposits
1 bulan	663,846	44.51%	605,867	40.09%	57,979	9.57%	1 month
3 bulan	350,981	23.53%	361,347	23.91%	(10,366)	(2.87%)	3 months
6 bulan	264,371	17.73%	399,983	26.47%	(135,612)	(33.90%)	6 months
12 bulan	111,890	7.50%	62,725	4.15%	49,165	78.38%	12 months
TOTAL	1,491,441	100.00%	1,511,159	100.00%	(19,718)	(1.30%)	TOTAL

Jumlah dana pihak ketiga syariah pada tahun 2018 mencapai Rp1,49 triliun mengalami sedikit penurunan sebesar 1,30% atau Rp19,72 miliar dibandingkan tahun 2017 sebesar Rp1,51 triliun. Hal ini disebabkan adanya penurunan yang cukup besar pada deposito berjangka yakni sebesar Rp38,83 miliar sedangkan untuk giro dan tabungan mengalami kenaikan masing-masing sebesar Rp8,82 miliar dan Rp10,30 miliar. Penurunan pada posisi deposito merupakan kebijakan manajemen dalam menjaga likuiditas Bank.

The total sharia third party deposits in 2018 reached Rp1.49 trillion, experiencing a slight decrease of 1.30% or Rp19.72 billion compared to Rp1.51 trillion in 2017. This was due to a substantial decrease in time deposits, amounted to Rp38.83 billion, while for demand deposits and savings deposits increased by Rp8.82 billion and Rp10.30 billion, respectively. The decline in deposit positions is the management policy in maintaining the Bank's liquidity.

Penyaluran Dana (Pinjaman)

Lending (Loans)

Tabel Produk Pembiayaan - Syariah
Table of Financing Product - Sharia

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi Composition	2017	Komposisi Composition	Pertumbuhan Growth		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
UMKM							MSME
Usaha Mikro	419	0.03%	562	0.04%	(143)	(25.44%)	Micro Business
Usaha Kecil	18,493	1.50%	1,281	0.10%	17,212	1343.64%	Small Business
Usaha Menengah	230,654	18.68%	170,970	13.54%	59,684	34.91%	Medium Business
Non-UMKM	985,005	79.79%	1,090,112	86.32%	(105,107)	(9.64%)	Non-MSME
TOTAL	1,234,571	100.00%	1,262,926	100,00%	(28,355)	(2.25%)	TOTAL

Produk pembiayaan syariah pada tahun 2018 mencapai Rp1,23 triliun mengalami penurunan sebesar 2,25% atau Rp28,36 miliar dibandingkan dengan tahun 2017 sebesar Rp1,26 triliun. Hal ini disebabkan adanya penurunan pembiayaan Non UMKM sebesar Rp105,11 miliar sedangkan untuk pembiayaan UMKM mengalami kenaikan sebesar Rp133,44 miliar.

The total sharia financing products in 2018 reached Rp1.23 trillion, experiencing a decrease of 2.25% or Rp28.36 billion compared to Rp1.26 trillion in 2017. This was due to a decrease in Non-MSME financing of Rp105.11 billion while MSME financing increased by Rp133.44 billion.

Layanan Keuangan

Financial Services

Jasa layanan syariah tahun 2018 mencapai Rp0, mengalami penurunan dibandingkan tahun 2017 sebesar Rp2,53 miliar. Penurunan tersebut diakibatkan karena tidak adanya penerimaan dari jasa layanan keuangan bank garansi di tahun 2018.

Sharia services in 2018 reached Rp0, a decrease compared to Rp2.53 billion in 2017. The decrease was due to no revenue from bank guarantee financial services in 2018.

Tabel Jasa Layanan - Syariah
Table of Services - Sharia

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	Komposisi	2017	Komposisi	Pertumbuhan		Description
	(Rp)	(%)	(Rp)	(%)	(Rp)	(%)	
Bank Garansi	0	0.00%	2,532	100.00%	2,532	(100.00%)	Bank Guarantee
TOTAL	0	0.00%	2,532	100.00%	2,532	(100.00%)	TOTAL

PENDAPATAN DAN PROFITABILITAS SEGMENT OPERASI

Pendapatan dan profitabilitas Segmen Operasi Bank Victoria disajikan sebagai berikut.

INCOME AND PROFITABILITY OF OPERATING SEGMENTS

Income and profitability of Bank Victoria's Operating Segment is presented below.

Tabel Pendapatan dan Profitabilitas Segmen Operasi
Table of Income and Profitability of Operating Segments

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018				Description
	Konvensional Conventional	Syariah Sharia	Eliminasi Elimination	Jumlah Total	
Pendapatan bunga dan syariah - bersih	398,606	60,724	-	459,331	Interest and sharia income - net
Pendapatan operasional lainnya	280,931	1,354	(4,989)	277,296	Other operating income
Beban operasional lainnya	(685,192)	(55,860)	-	(741,052)	Other operating expense
Laba/(rugi) operasional	(5,654)	6,218	(4,988)	(4,425)	Income/(loss) from operations
Jumlah aset	28,348,692	2,126,062	(302,439)	30,172,315	Total assets
Jumlah liabilitas	25,531,531	277,093	(54)	25,808,570	Total liabilities

Uraian	2017				Description
	Konvensional Conventional	Syariah Sharia	Eliminasi Elimination	Jumlah Total	
Pendapatan bunga dan syariah - bersih	405,042	52,635	-	457,677	Interest and sharia income - net
Pendapatan operasional lainnya	408,931	3,098	4,567	416,596	Other operating income
Beban operasional lainnya	(686,481)	(49,712)	-	(736,193)	Other operating expenses
Laba/(rugi) operasional	127,492	6,021	4,567	138,080	Income/(Loss) from operations
Jumlah aset	27,149,914	2,003,114	(327,419)	28,825,609	Total assets
Jumlah liabilitas	24,305,550	208,433	(30,008)	24,483,975	Total liabilities

Uraian	Pertumbuhan (dalam %) Growth (in %)				Description
	Konvensional Conventional	Syariah Sharia	Eliminasi Elimination	Jumlah Total	
Pendapatan bunga dan syariah - bersih	(1.59%)	15.37%	-	0.36%	Interest and sharia income - net
Pendapatan operasional lainnya	(31.30%)	(56.31%)	(209.23%)	(33.44%)	Other operating income
Beban operasional lainnya	(0.19%)	12.37%	-	0.66%	Other operating expense
Laba/(rugi) operasional	(104.43%)	3.27%	(209.22%)	(103.20%)	Income/(loss) from operations
Jumlah aset	4.42%	6.14%	(7.63%)	4.67%	Total assets
Jumlah liabilitas	5.04%	32.94%	80.46%	5.41%	Total liabilities

Segmen operasi Bank Victoria dibagi berdasarkan jenis operasinya, yakni konvensional (dijalankan oleh PT Bank Victoria International Tbk sendiri), dan syariah (dijalankan oleh PT Bank Victoria Syariah, entitas anak).

Bank Victoria's operating segment is divided based on the type of operation, which are conventional (run by PT Bank Victoria International Tbk), and sharia (run by PT Bank Victoria Syariah, a subsidiary).

Pendapatan dan bunga syariah bersih segmen konvensional di tahun 2018 mencapai Rp398,61 miliar menurun 1,59% dibandingkan dengan tahun 2017 mencapai Rp405,04 miliar. Sedangkan pendapatan dan bunga syariah bersih segmen syariah mencapai Rp60,72 miliar meningkat 15,37% dibandingkan dengan tahun 2017 yang mencapai Rp52,64 miliar.

Dari sisi pendapatan operasional lainnya segmen konvensional di tahun 2018 mencapai Rp280,93 miliar menurun 31,30% dibandingkan dengan tahun 2017 mencapai Rp408,93 miliar. Sedangkan pendapatan operasional lainnya segmen syariah mencapai Rp1,36 miliar menurun 56,31% dibandingkan dengan tahun 2017 yang mencapai Rp3,10 miliar.

Profitabilitas segmen konvensional di tahun 2018 mencapai (Rp5,65) miliar menurun 104,43% dibandingkan dengan tahun 2017 mencapai Rp127,49 miliar. Sedangkan profitabilitas segmen syariah mencapai Rp6,22 miliar meningkat 3,27% dibandingkan dengan tahun 2017 yang mencapai Rp6,02 miliar.

SEGMENT GEOGRAFIS

Segmen geografis adalah komponen Bank dan Entitas Anak yang dapat dibedakan dalam menghasilkan jasa pada lingkungan (wilayah) ekonomi tertentu dan komponen itu memiliki risiko dan imbalan yang berbeda dengan risiko dan imbalan pada komponen yang beroperasi pada lingkungan (wilayah) ekonomi lain.

Segmen geografis Bank Victoria dibagi ke dalam wilayah sebagai berikut.

1. Jadetabek
2. Jawa Barat
3. Jawa Tengah dan Jawa Timur
4. Luar Jawa

PRODUKTIVITAS, PENDAPATAN, DAN PROFITABILITAS SEGMENT GEOGRAFIS

Produktivitas, pendapatan dan profitabilitas Segmen Geografis Bank Victoria disajikan sebagai berikut.

The net sharia income and interest of conventional segment in 2018 reached Rp398.61 billion, a decrease of 1.59% compared to Rp405.04 billion in 2017. Whereas the net sharia income and interest of sharia segment reached Rp60.72 billion, an increase of 15.37% compared to Rp52.64 billion in 2017.

In terms of other operating income, the conventional segment in 2018 reached Rp280.93 billion, a decrease of 31.30% compared to Rp408.93 billion in 2017. While other operating income of sharia segment reached Rp1.36 billion, a decrease of 56.31% compared to Rp3.10 billion in 2017.

The profitability of conventional segment in 2018 reached (Rp5.65) billion, a decrease by 104.43% compared to Rp127.49 billion in 2017. While the profitability of sharia segment reached Rp6.22 billion, an increase of 3.27% compared to Rp6.02 billion in 2017.

GEOGRAPHIC SEGMENT

Geographic segment is a component of the Bank and Subsidiaries that can be differentiated in producing services in certain economic environments (regions) and this component has risks and rewards that are different from the risks and rewards of components operating in other economic environments (regions).

Bank Victoria's geographic segment is divided into the following regions.

1. Jakarta, Depok, Tangerang, Bekasi
2. West Java
3. Central Java and East Java
4. Outside Java

PRODUCTIVITY, INCOME, AND PROFITABILITY OF GEOGRAPHIC SEGMENT

Productivity, income, and profitability of Bank Victoria's Geographic Segment is presented below.

Tabel Produktivitas, Pendapatan, dan Profitabilitas Segmen Geografis

Table of Productivity, Income, and Profitability of Geographic Segments

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018					Description
	Jadetabek Jadetabek	Jawa Barat West Java	Jawa Tengah & Timur Central & East Java	Luar Jawa Non-Java	Jumlah Total	
Pendapatan bunga dan syariah - neto	458,057	(15,201)	4,890	11,584	459,331	Interest and sharia income - net
Beban penyisihan kerugian penurunan nilai aset keuangan dan non-keuangan	(326,524)	(20)	(984)	(1,247)	(328,774)	Provision of Allowances for Impairment Losses on Financial and Non-Financial Assets
Pendapatan operasional lainnya	274,854	337	1,954	151	277,296	Other operating income

Uraian	2018					Description
	Jadetekab Jadetekab	Jawa Barat West Java	Jawa Tengah & Timur Central & East Java	Luar Jawa Non-Java	Jumlah Total	
Beban umum dan administrasi, tenaga kerja, dan lain-lain	(381,035)	(11,691)	(11,499)	(8,053)	(412,278)	General and Administration Expenses, Personnel, and Expenses
Laba operasional	25,353	(26,575)	(5,638)	2,435	(4,425)	Income from operations
Pendapatan non-operasional - neto	97,856	(133)	60	1	97,785	Non-operating income - net
Laba sebelum pajak penghasilan	123,209	(26,707)	(5,578)	2,436	93,360	Income before income tax
Beban pajak penghasilan	(14,278)	-	-	-	(14,278)	Income tax expense
Laba tahun berjalan	108,931	(26,707)	(5,578)	2,436	79,082	Profit for the year
Jumlah aset	29,197,046	180,721	550,652	243,896	30,172,315	Total assets
Jumlah liabilitas	24,573,794	490,993	590,334	153,450	25,808,570	Total liabilities

Uraian	2017					Description
	Jadetekab Jadetekab	Jawa Barat West Java	Jawa Tengah & Timur Central & East Java	Luar Jawa Non-Java	Jumlah Total	
Pendapatan bunga dan syariah - neto	428,398	11,226	11,951	6,102	457,677	Interest and sharia income - net
Beban penyisihan kerugian penurunan nilai aset keuangan dan non-keuangan	(362,196)	(983)	(1,960)	815	(364,324)	Provision of Allowances for Impairment Losses on Financial and Non-Financial Assets
Pendapatan operasional lainnya	408,913	5,892	1,552	238	416,595	Other operating income
Beban umum dan administrasi, tenaga kerja, dan lain-lain	(344,080)	(13,184)	(8,694)	(5,912)	(371,870)	General and Administration Expenses, Personnel, and Expenses
Laba operasional	131,035	2,951	2,850	1,244	138,080	Income from operations
Pendapatan non-operasional - neto	42,819	848	(886)	(4,723)	38,058	Non-operating income - net
Laba sebelum pajak penghasilan	173,854	3,799	1,964	(3,479)	176,137	Income Before Income Tax
Beban pajak penghasilan	(40,047)				(40,047)	Income Tax Expense
Laba tahun berjalan	133,807	3,799	1,964	(3,479)	136,091	Current year profits
Jumlah aset	27,284,012	436,408	894,281	210,908	28,825,609	Total assets
Jumlah liabilitas	23,071,641	369,204	831,077	212,053	24,483,975	Total liabilities

Uraian	Pertumbuhan (dalam %) Growth (in %)					Description
	Jadetabek Jadetabek	Jawa Barat West Java	Jawa Tengah & Timur Central & East Java	Luar Jawa Non-Java	Jumlah Total	
Pendapatan bunga dan syariah - neto	6.92%	(235.41%)	(59.08%)	89.85%	0.36%	Interest and sharia income - net
Beban penyisihan kerugian penurunan nilai aset keuangan dan non-keuangan	(9.85%)	(97.99%)	(49.81%)	(253.02%)	(9.76%)	Provision of Allowances for Impairment Losses on Financial and Non-Financial Assets
Pendapatan operasional lainnya	(32.78%)	(94.28%)	25.91%	(36.66%)	(33.44%)	Other operating income
Beban umum dan administrasi, tenaga kerja, dan lain-lain	10.74%	(11.33%)	32.26%	36.21%	10.87%	General and Administration Expenses, Personnel, and Expenses
Laba operasional	(80.65%)	(1,000.53%)	(297.83%)	95.77%	(103.20%)	Income from operations
Pendapatan non-operasional - neto	128.53%	(115.66%)	(106.82%)	(100.02%)	156.94%	Non-operating income - net
Laba sebelum pajak penghasilan	(29.13%)	(803.01%)	(384.01%)	(170.03%)	(47.00%)	Income Before Income Tax
Beban pajak penghasilan	(64.35%)	-	-	-	(64.35%)	Income Tax Expense
Laba tahun berjalan	(18.59%)	(803.01%)	(384.01%)	(170.03%)	(41.89%)	Current year profits
Jumlah aset	7.01%	(58.59%)	(38.43%)	15.64%	4.67%	Total Assets
Jumlah liabilitas	6.51%	32.99%	(28.97%)	(27.64%)	5.41%	Total Liabilities

Segmen geografis Bank Victoria dan Entitas Anak dibagi menjadi empat, yakni: Jadetabek, Jawa Barat, Jawa Tengah dan Jawa Timur, dan Luar Jawa. Pertimbangan untuk membagi operasi bisnisnya menjadi empat segmen geografis ini didasarkan pada kondisi lingkungan yang berbeda di setiap wilayah ekonomi tersebut, yang disertai dengan jenis risiko dan peluang yang berbeda pula.

Pendapatan segmen geografis yang mengalami peningkatan paling besar pada tahun 2018 adalah Jadetabek sebesar Rp458,06 juta yang meningkat sebesar 6,92% dibandingkan dengan tahun sebelumnya yang sebesar Rp428,40 miliar. Segmen geografis luar Jawa juga mengalami pertumbuhan sebesar 89,85% menjadi Rp11,58 miliar di tahun 2018. Sedangkan untuk dua segmen geografis lainnya yaitu Jawa Barat dan Jawa tengah mengalami penurunan di tahun 2018.

Dari sisi laba tahun berjalan, hampir seluruh segmen geografis mengalami penurunan di tahun 2018. Segmen geografis Jadetabek, Jawa Barat, Jawa tengah dan Luar Jawa masing-masing mengalami penurunan sebesar 18,59%, 803,01%, 384,01% dan 170,03%. Meskipun demikian jika dilihat dari sisi laba operasional, segmen geografis Luar Jawa berhasil tumbuh sebesar 95,77% dari Rp1,24 miliar di tahun 2017 menjadi Rp2,44 miliar di tahun 2018.

The geographic segment of Bank Victoria and Subsidiaries is divided into four, which are: Jadetabek, West Java, Central and East Java, and Outside Java. Considerations for dividing its business operations into four geographical segments are based on different environmental conditions in each of these economic regions, which are accompanied by different types of risks and opportunities.

Income from geographical segment which experienced the largest increase in 2018 was Jadetabek amounting to Rp458.06 million, which increased by 6.92% compared to that of previous year amounting to Rp428.40 billion. The geographical segment outside Java also grew by 89.85% to Rp11.58 billion in 2018. While the other two geographical segments, West Java and Central Java, experienced a decrease in 2018.

In terms of profit for the year, almost all geographical segments experienced a decrease in 2018. Jadetabek, West Java, Central Java, and Outside Java geographical segments decreased by 18.59%, 803.01%, 384.01%, and 170.03%, respectively. However, in terms of operating income, the geographical segment of Outside Java managed to grow by 95.77% from Rp1.24 billion in 2017 to Rp2.44 billion in 2018.

KINERJA ENTITAS ANAK

Bank Victoria Syariah menjalankan segmen bisnis syariah sebagai entitas anak dari Bank Victoria. Profil singkat Bank Victoria Syariah terdapat di bab Profil Perusahaan.

Berikut penjelasan singkat mengenai kinerja keuangan Bank Victoria Syariah di tahun 2017.

SUBSIDIARY PERFORMANCE

Bank Victoria Syariah runs sharia business segment as a subsidiary of Bank Victoria. A brief profile of Bank Victoria Syariah is found in the Company Profile chapter.

Below is a brief explanation of Bank Victoria Syariah's financial performance in 2017.

Tabel Kinerja Keuangan Utama Bank Victoria Syariah
Table of Bank Victoria Syariah's Main Financial Performance

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Aset	2,126,019	2,003,114	122,905	6.14%	Assets
Liabilitas	1,834,769	208,433	1,626,336	780.27%	Liabilities
Ekuitas	291,249	299,393	(8,144)	(2.72%)	Equity
Pendapatan Penyaluran Dana	164,226	147,829	16,397	11.09%	Income in Fund Allocation
Bagi Hasil Untuk Pemilik Dana Investasi	108,766	100,587	8,179	8.13%	Profit Sharing for Investment Fund Owners
Pendapatan setelah distribusi bagi hasil	55,460	47,242	8,218	17.40%	Income after profit sharing distribution
Pendapatan Operasional Lainnya	18,980	8,964	10,016	111.74%	Other Operating Income
Beban Operasional Lainnya	68,132	50,186	17,946	35.76%	Other Operating Expenses
Laba (Rugi) Tahun Berjalan Setelah Pajak Bersih	4,974	4,593	381	8.30%	Profit (Loss) For The Year Net of Taxes
Penghasilan Komprehensif Lain Tahun Berjalan-Net Pajak Penghasilan Terkait	(13,118)	470	(13,588)	(2,891.06%)	Other Comprehensive Income for the Year - Net of Related Income Taxes
Total Laba Komprehensif Tahun Berjalan	(8,144)	5,063	(13,207)	-260.85%	Total Comprehensive Income for The Year
Laba Yang Dapat Diatribusikan Kepada:					Income Attributable to:
Pemilik	4,974	4,593	381	8.30%	Owner
Kepentingan Non Pengendali	-	-	-	-	Non-Controlling Interests
Total Penghasilan Komprehensif Lain Yang Diatribusikan Kepada					Total Other Comprehensive Income Attributed to
Pemilik	(8,144)	5,063	(13,207)	(260.85%)	Owner
Kepentingan Non Pengendali	-	-	-	-	Non-Controlling Interests

Aset Bank Victoria Syariah pada tahun 2018 mencapai Rp2,13 triliun mengalami pertumbuhan sebesar 6,14% dibandingkan dengan tahun 2017 yang mencapai Rp2,00 triliun. Liabilitas tahun 2018 juga mengalami pertumbuhan yang paling signifikan sebesar 780,27% dibandingkan dengan tahun 2017 yang mencapai Rp208,43 miliar. Demikian pula dengan ekuitas yang mencapai Rp291,25 miliar di tahun 2018, mengalami penurunan sebesar 2,72% dibandingkan dengan tahun 2017 yang mencapai Rp299,39 miliar.

Dari sisi pendapatan, Bank Victoria berhasil meningkatkan pendapatan penyaluran sebesar 11,09% dari Rp147,83 miliar di tahun 2017 menjadi Rp164,23 miliar di tahun 2018. Pendapatan setelah distribusi bagi hasil dan pendapatan operasional lainnya masing-masing dapat meningkat sebesar 17,40% dan 111,74%.

Bank Victoria Syariah assets in 2018 reached Rp2.13 trillion, grew by 6.14% compared to Rp2.00 trillion in 2017. Liabilities in 2018 also experienced the most significant growth of 780.27% compared that of 2017 which reached Rp208.43 billion. Likewise with equity, which reached Rp291.25 billion in 2018, a decrease of 2.72% compared to that of 2017 which reached Rp299.39 billion.

In terms of revenue, Bank Victoria managed to increase distribution income by 11.09% from Rp147.83 billion in 2017 to Rp164.23 billion in 2018. Income after profit sharing distribution and other operating income increased by 17.40% and 111.74%, respectively.

Peningkatan pendapatan Bank Victoria syariah sejalan dengan kenaikan laba bersih dari Rp4,60 miliar di tahun 2017 meningkat 8,30% menjadi Rp4,97 miliar di tahun 2018. Demikian pula dengan laba yang dapat diatribusikan Kepada pemilik di tahun 2018 mencapai Rp4,97 miliar meningkat 8,30% atau Rp381 miliar dibandingkan tahun 2017 yang mencapai Rp4,59 miliar.

The increase of Bank Victoria Syariah income was in line with the increase in net income of Rp4.60 billion in 2017, increasing by 8.30% to Rp4.97 billion in 2018. Likewise, the income attributable to owners in 2018 reached Rp4.97 billion, an increase of 8.30% or Rp381 billion compared to that of 2017 which reached Rp4.59 billion.

Tabel Rasio Keuangan Utama Bank Victoria Syariah
Table of Bank Victoria Syariah's Main Financial Ratio

Rasio	2018	2017	Ratio
Kewajiban Pemenuhan Modal Minimum (KPMM)	22.07%	19.29%	Capital Adequacy Ratio (CAR)
Aset produktif bermasalah dan aset non produktif bermasalah terhadap total aset produktif dan aset non produktif	3.66%	4.43%	Non-performing earning assets and non-performing non-earning assets to total earning assets and non-earning assets
Aset produktif bermasalah terhadap total aset produktif	2.44%	3.10%	Non-performing earning assets to total earning assets
Cadangan Kerugian Penurunan Nilai (CKPN) aset keuangan terhadap aset produktif	1.22%	0.96%	Allowance for Impairment Losses of Financial Assets to Earning Assets
NPF gross	3.99%	4.59%	NPF Gross
NPF net	3.41%	4.08%	NPF Net
Return On Assets (ROA)	0.32%	0.36%	Return on Assets (ROA)
Return On Equity (ROE)	2.02%	2.01%	Return on Equity (ROE)
Net Imbalan (NI)	2.91%	2.85%	Net Benefits (NI)
Net Operating Margin (NOM)	0.64%	0.39%	Net Operating Margin (NOM)
Biaya Operasional terhadap Pendapatan Operasional (BOPO)	96.38%	96.02%	Operating Expenses to Operating Income (BOPO)
Pembiayaan bagi hasil terhadap total pembiayaan	79.96%	73.79%	Profit sharing financing to total financing
Financing to Deposit Ratio (FDR)	82.78%	83.59%	Financing to Deposit Ratio (FDR)

PROSPEK USAHA

Dalam menganalisis prospek usaha, Bank Victoria memperhatikan kondisi perekonomian saat ini dan perkiraan kondisi perekonomian di tahun 2019 yang diperkirakan akan dan masih dipengaruhi oleh kondisi keuangan global dan kebijakan ekonomi pemerintah.

PERSEPEKTIF GLOBAL

Pertumbuhan ekonomi global melambat disertai ketidakpastian pasar keuangan yang berkurang. Ekonomi AS tumbuh melambat dipengaruhi berkurangnya stimulus fiskal, menurunnya produktivitas tenaga kerja, dan melemahnya keyakinan pelaku usaha. Pertumbuhan ekonomi Eropa diperkirakan makin melambat dipengaruhi oleh menurunnya ekspor akibat permintaan dari Tiongkok yang terbatas, melemahnya keyakinan usaha, dan berlanjutnya ketidakpastian penyelesaian masalah Brexit. Ekonomi Tiongkok juga tumbuh melambat dipengaruhi tertundanya stimulus fiskal dan belum meredanya ketegangan hubungan dagang dengan AS. Sejalan dengan pertumbuhan ekonomi dunia yang melambat, harga komoditas global, termasuk harga minyak dunia juga menurun. Respon normalisasi kebijakan moneter

BUSINESS PROSPECTS

In analyzing business prospects, Bank Victoria pays attention to the current economic condition and estimation of economic condition in 2019 which is expected to be and is still affected by global financial condition and government economic policies.

GLOBAL PERSPECTIVE

The global economic growth was slowing down along with the diminishing of financial market uncertainty. The US economy slowed down due to the decrease in fiscal stimulus, declining labor productivity, and weakening of confidence of business people. European economic growth is predicted to slow further due to the declining exports caused by limited demand from China, weakening business confidence, and continued uncertainty in solving the Brexit problem. The Chinese economy also slowed as a result of the delays in fiscal stimulus and the tensions in trade relations with the US. In line with the slowing world economic growth, global commodity prices, including world oil prices, also declined. The response to normalization of monetary policy in developed countries tend not to be as stringent as initially estimated, therefore,

di negara maju cenderung tidak seketat perkiraan semula sehingga ketidakpastian pasar keuangan global berkurang. Perkembangan ekonomi dan keuangan global tersebut di satu sisi memberikan tantangan dalam mendorong ekspor, namun di sisi lain lebih positif bagi aliran masuk modal asing ke negara berkembang, termasuk Indonesia.

PERSEPEKTIF NASIONAL

Pertumbuhan ekonomi triwulan I 2019 diperkirakan tetap kuat ditopang permintaan domestik. Konsumsi diperkirakan tetap tinggi, didukung daya beli dan keyakinan konsumen yang terjaga, stimulus fiskal yang berlanjut khususnya melalui belanja sosial, serta belanja terkait persiapan Pemilu. Investasi sedikit melambat pada triwulan I 2019 akibat pola musiman awal tahun, dan diperkirakan kembali menguat pada triwulan-triwulan berikutnya didukung proyek infrastruktur. Namun demikian, peran ekspor neto menurun sejalan dampak melambatnya pertumbuhan ekonomi global dan menurunnya harga komoditas. Penurunan ekspor terjadi di kelompok pertanian dan pertambangan, serta beberapa komoditas di kelompok barang manufaktur. Ke depan, di tengah prospek ekspor yang menurun, bauran kebijakan Bank Indonesia, Pemerintah, dan otoritas terkait akan terus diperkuat guna menopang permintaan domestik dan terus menjaga momentum pertumbuhan ekonomi. Bank Indonesia memprakirakan pertumbuhan ekonomi 2019 pada kisaran 5,0-5,4%.

Neraca Pembayaran Indonesia triwulan I 2019 diperkirakan membaik sehingga menopang ketahanan eksternal. Prakiraan ini didukung aliran masuk modal asing yang tetap besar, yang sampai dengan Februari 2019 mencapai 6,3 miliar dolar AS. Sementara itu, neraca perdagangan mencatat surplus 0,33 miliar dolar AS pada Februari 2019 dipengaruhi penurunan impor nonmigas, di tengah ekspor nonmigas yang juga menurun. Dengan perkembangan ini, posisi cadangan devisa pada akhir Februari 2019 cukup tinggi yakni 123,3 miliar dolar AS, setara dengan pembiayaan 6,9 bulan impor atau 6,7 bulan impor dan pembayaran utang luar negeri Pemerintah, serta berada di atas standar kecukupan internasional sekitar 3 (tiga) bulan impor. Ke depan, sinergi kebijakan akan terus dipererat guna memperkuat ketahanan eksternal. Langkah untuk memperkuat ekspor, termasuk peningkatan kinerja sektor pariwisata, dan mengendalikan impor akan terus ditempuh sehingga defisit transaksi berjalan 2019 dapat menuju kisaran 2,5% PDB. Kebijakan juga diarahkan untuk menarik aliran modal untuk membiayai defisit transaksi berjalan.

PERSEPEKTIF INDUSTRI PERBANKAN

Rapat Dewan Gubernur (RDG) Bank Indonesia pada 20-21 Maret 2019 memutuskan untuk mempertahankan BI *7-day Reverse Repo Rate* (BI7DRR) sebesar 6,00%, suku bunga *Deposit Facility* sebesar 5,25%, dan suku bunga *Lending Facility* sebesar 6,75%. Keputusan tersebut konsisten dengan upaya memperkuat stabilitas eksternal perekonomian, khususnya untuk mengendalikan defisit transaksi berjalan dalam batas yang aman dan mempertahankan daya tarik aset keuangan

the uncertainty of global financial markets diminished. Global economic and financial development, on one hand, provides challenges in encouraging exports, but on the other hand, increases the inflow of foreign capital to developing countries, including Indonesia.

NATIONAL PERSPECTIVE

Economic growth in the first quarter of 2019 is predicted to remain strong, supported by domestic demand. Consumption is predicted to remain high, supported by maintained purchasing power and consumer confidence, continued fiscal stimulus, especially through social spending, and expenditure related to the preparation of the general elections. Investment slightly slowed in the first quarter of 2019 due to the seasonal pattern of the beginning of the year, and is predicted to rebound in the following quarters as supported by infrastructure projects. However, the role of net exports declined in line with the impact of slowing down of the global economic growth and falling commodity prices. The decline in exports occurred in the agriculture and mining groups, as well as in several commodities in the manufactured goods group. Going forward, amid the declining export prospects, the policy mix of Bank Indonesia, the Government, and related authorities will continue to be strengthened to support domestic demand and continue to maintain the momentum of economic growth. Bank Indonesia predicts the 2019 economic growth is in the range of 5.0-5.4%.

It is predicted that Indonesia's balance of payments in the first quarter of 2019 will improve, and thus, support external resilience. This forecast is supported by a large inflow of foreign capital, which as of February 2019 reached 6.3 billion US dollars. Meanwhile, the trade balance recorded a surplus of 0.33 billion US dollars in February 2019 affected by a decline in non-oil and gas imports, in the midst of declining non-oil and gas exports. With this development, the position of foreign exchange reserves at the end of February 2019 was quite high at 123.3 billion US dollars, equivalent to financing of 6.9 months of imports or 6.7 months of imports and payments of Government foreign debt, and is above the international standard of adequacy of around 3 (three) months of import. To the future, policy synergy will continue to be tightened in order to strengthen external resilience. Steps to strengthen exports, including improving the performance of tourism sector, and controlling imports will continue to be pursued so that the current account deficit of 2019 can reach the range of 2.5% GDP. The policy is also directed to attract capital flows to finance the current account deficit.

BANKING INDUSTRY PERSPECTIVE

Bank Indonesia's Board of Governors Meeting (RDG) on 20-21 March 2019 decided to maintain BI *7-day Reverse Repo Rate* (BI7DRR) of 6.00%, *Deposit Facility* interest rate of 5.25%, and *Lending Facility* interest rate of 6.75%. This decision is consistent with the efforts to strengthen the economic external stability, particularly to control the current account deficit within the safe limits and maintain the attractiveness of domestic financial assets. Meanwhile, interest rate and exchange rate policies

domestik. Sementara kebijakan suku bunga dan nilai tukar tetap difokuskan pada stabilitas eksternal, Bank Indonesia menempuh kebijakan-kebijakan lain yang lebih akomodatif untuk mendorong permintaan domestik, antara lain:

1. Terus menempuh strategi operasi moneter untuk meningkatkan ketersediaan likuiditas melalui transaksi term-repo secara reguler dan terjadwal, di samping *FX Swap*,
2. Memperkuat kebijakan makroprudensial yang akomodatif dengan menaikkan kisaran batasan Rasio Intermediasi Makroprudensial (RIM) dari 80-92% menjadi 84-94% untuk mendukung pembiayaan perbankan bagi dunia usaha.
3. Mengakselerasi kebijakan pendalaman pasar keuangan dengan: (a) memperkuat *market conduct* melalui pemenuhan kewajiban sertifikasi tresuri bagi pelaku pasar, dan (b) mendorong penggunaan instrumen lindung nilai terhadap perubahan suku bunga domestik melalui penerbitan ketentuan pelaksanaan tentang instrumen derivatif suku bunga Rupiah *Interest Rate Swap (IRS) - Overnight Index Swap (OIS)*, dan
4. Memperkuat kebijakan sistem pembayaran untuk mendukung kegiatan ekonomi dan keuangan inklusif, yaitu (a) Memperluas program elektronifikasi untuk penyaluran bansos, transportasi dan keuangan pemerintah daerah dan (b) Mempersiapkan standardisasi *QR Code payment* dengan model MPM (*Merchant Presented Mode*) ke dalam QRIS (*QR Indonesia Standard*) untuk memperluas interkoneksi dalam rangka mendukung ekosistem ekonomi keuangan digital.

Koordinasi dengan Pemerintah dan otoritas terkait juga terus dipererat untuk mempertahankan stabilitas ekonomi, khususnya dalam pengendalian inflasi dan defisit transaksi berjalan, serta menjaga momentum pertumbuhan ekonomi ke depan, khususnya dalam mendorong permintaan domestik dan menjaga stabilitas eksternal dengan mendorong ekspor, pariwisata dan aliran modal asing.

Stabilitas sistem keuangan tetap terjaga disertai fungsi intermediasi yang membaik dan risiko kredit yang terkendali. Rasio kecukupan modal (*Capital Adequacy Ratio/CAR*) perbankan Januari 2019 tetap tinggi yakni 23,1% dan disertai rasio kredit bermasalah (*Non Performing Loan/NPL*) tetap rendah yakni 2,6% (*gross*) atau 1,2% (*net*). Dari fungsi intermediasi, pertumbuhan kredit pada Januari 2019 tercatat 12,0% (*YoY*), lebih tinggi dibandingkan dengan pertumbuhan kredit Desember 2018 sebesar 11,8% (*YoY*). Pertumbuhan Dana Pihak Ketiga (DPK) pada Januari 2019 sebesar 6,4%, tidak berbeda jauh dibandingkan dengan pertumbuhan Desember 2018 sebesar 6,5%. Sementara itu, kinerja korporasi *go public* membaik tercermin dari peningkatan keuntungan dan kemampuan membayar kewajiban. Ke depan, Bank Indonesia memandang ruang ekspansi pertumbuhan kredit tanpa mengganggu stabilitas sistem keuangan tetap terbuka. Hal ini mempertimbangkan siklus kredit yang berada di bawah level optimum di tengah prospek permintaan yang tinggi. Bank Indonesia memprakirakan kredit perbankan tetap tumbuh tinggi mendekati batas atas kisaran 10-12% (*YoY*) dan didukung pertumbuhan DPK yang diperkirakan dalam kisaran 8-10% (*YoY*).

remain focused on external stability, Bank Indonesia pursues other more accommodative policies to encourage domestic demand, including:

1. Continue to pursue a monetary operations strategy to increase the availability of liquidity through regular and scheduled term-repo transactions, in addition to *FX Swap*,
2. Strengthen accommodative macroprudential policies by increasing the range of the Macroprudential Intermediation Ratio (RIM) from 80-92% to 84-94% to support banking financing for the business world.
3. Accelerate financial market in-depth policies by: (a) strengthening market conduct through fulfilling treasury certification obligations for market players, and (b) encouraging the use of hedging instruments against changes in domestic interest rates through the issuance of provisions on Rupiah interest rate of derivative instruments of *Interest Rate Swap (IRS) - Overnight Index Swap (OIS)*, and
4. Strengthen payment system policies to support inclusive economic and financial activities, which are (a) Expanding electronification program for social assistance distribution, transportation, and regional government finance and (b) Preparing standardized *QR Code payments* with MPM (*Merchant Presented Mode*) models into QRIS (*QR Indonesia Standard*) to expand interconnection in order to support the economic ecosystem of digital finance.

Coordination with the Government and related authorities also continued to be strengthened to maintain the economic stability, particularly in controlling inflation and the current account deficit, and maintaining the momentum of future economic growth, especially in boosting domestic demand and maintaining external stability by encouraging exports, tourism, and foreign capital flows.

Financial system stability is maintained with improved intermediation function and controlled credit risk. The banking Capital Adequacy Ratio (CAR) in January 2019 remained high at 23.1% and accompanied by Non-Performing Loans (NPL) ratio remained low at 2.6% (*gross*) or 1.2% (*net*). In terms of intermediation function, credit growth in January 2019 was recorded at 12.0% (*YoY*), higher than the December 2018 credit growth of 11.8% (*YoY*). The growth of Third Party Deposits (DPK) in January 2019 was 6.4%, not much different from the December 2018 growth of 6.5%. Meanwhile, performance of *go public corporate* improved, as reflected in the increase in profits and ability to pay obligations. To the future, Bank Indonesia views that the expansion of credit space without disrupting the financial system stability remains open. This considers the credit cycle which is below the optimum level amid the prospect of high demand. Bank Indonesia predicts that bank credit will continue to grow high, approaching the upper limit in the range of 10-12% (*YoY*) and supported by growth in third-party deposits, which are predicted in the range of 8-10% (*YoY*).

Kelancaran sistem pembayaran tetap terpelihara, baik dari sisi tunai maupun nontunai. Pembayaran tunai tumbuh positif, dengan Uang Yang Diedarkan (UYD) tumbuh 7,4% (YoY) pada Februari 2019, sedangkan pembayaran nontunai secara konsisten terus meningkat. Penggunaan ATM-Debit, Kartu Kredit dan Uang Elektronik (UE) tumbuh 15,3% (YoY) pada Januari 2019, diantaranya UE yang mengalami pertumbuhan mencapai 66,6% (YoY). Penggunaan ATM-Debit masih mendominasi transaksi sistem pembayaran ritel dengan pangsa 94,8% dan pertumbuhan 15,4% (YoY). Sementara itu, penggunaan UE semakin populer, terutama sebagai instrumen pembayaran untuk moda transportasi dan *e-commerce*. Ke depan Bank Indonesia akan terus memperkuat peran sistem pembayaran dalam mendukung kegiatan ekonomi.

Sumber: Tinjauan Kebijakan Moneter Maret 2019, Bank Indonesia

Berdasarkan kondisi perekonomian dan industri perbankan yang telah dijelaskan di atas khususnya industri perbankan Bank Victoria optimis prospek usaha ke depannya akan semakin baik. Bank Victoria memiliki peluang dan *market share* untuk ekspansi jaringan kantor di luar wilayah Jabodetabek. Dengan bonus demografis pertumbuhan masyarakat kelas menengah (*middle class*) paling agresif di ASEAN sesuai dengan *target market* Bank. Bank juga memiliki rencana untuk lebih memprioritaskan pengembangan *target market* UMKM dan *Commercial* yang didukung oleh keberadaan dan keberpihakan program Pemerintah dan Bank Indonesia untuk pengembangan usaha kecil dan menengah serta pengembangan infrastruktur. Bank Victoria juga memiliki grup usaha yang mendukung perkembangan bisnis Bank seperti Bank Victoria Syariah, Victoria Manajemen Investasi, Victoria Insurance, Victoria Sekuritas dan Victoria A Life sehingga dapat dilakukan *cross selling* terhadap nasabah yang ada.

STRATEGI KE DEPAN

Bank Victoria telah menyiapkan beberapa strategi dalam rangka menangkap peluang yang ada sebagaimana telah dijelaskan dalam bagian prospek usaha di atas. Strategi tersebut tertuang dalam kebijakan manajemen dan strategi pengembangan bisnis tahun 2019.

KEBIJAKAN MANAJEMEN

Kebijakan Manajemen di tahun 2019 adalah merupakan penerjemah dari langkah-langkah strategis Bank yang telah ditetapkan, disesuaikan dengan kondisi dan situasi yang akan dihadapi Bank di masa yang akan datang. Bank Victoria masih akan tetap fokus kepada langkah-langkah strategis sampai dengan lima tahun kedepan yang mencakup 5 (lima) aspek besar sebagai berikut.

1. Maksimalisasi peran kantor Cabang dan digitalisasi dalam mendorong pertumbuhan bisnis yang pesat dan pengembangan *Retail Banking*.

Fokus utama dari langkah strategis ini adalah untuk meningkatkan jumlah nasabah baru dan volume portofolio bisnis di cabang.

Smooth payment system is maintained, both in cash and non-cash. Cash payments grew positively, with Circulated Money (UYD) grew by 7.4% (YoY) in February 2019, while non-cash payments consistently increased. The use of ATM-Debit, Credit Cards, and Electronic Money (UE) grew 15.3% (YoY) in January 2019, including the Electronic Money which experienced growth reaching 66.6% (YoY). The use of ATM-Debit still dominates retail payment system transactions with a share of 94.8% and a growth of 15.4% (YoY). Meanwhile, use of Electronic Money is increasingly popular, especially as a payment instrument for modes of transportation and e-commerce. Going ahead, Bank Indonesia will continue to strengthen the role of payment system in supporting economic activities.

Source: Monetary Policy Review March 2019, Bank Indonesia

Based on the economic condition and banking industry described above, in particular the banking industry, Bank Victoria is optimistic that the future business prospects will be better. Bank Victoria has the opportunity and market share to expand office networks outside Jabodetabek area. With the demographic bonus of the most aggressive middle-class community growth in ASEAN in accordance with the Bank's target market. The Bank also has plans to prioritize more on development of target market of MSME and Commercial supported by the existence and alignment of Government and Bank Indonesia's programs to develop small and medium enterprises as well as infrastructure development. Bank Victoria also has a business group that supports the development of the Bank's business such as Bank Victoria Syariah, Victoria Manajemen Investasi, Victoria Insurance, Victoria Sekuritas, and Victoria A Life, which therefore, cross selling can be made to the existing customers.

FUTURE STRATEGIES

Bank Victoria has prepared several strategies in order to capture the existing opportunities as explained in the business prospects section above. The strategy is contained in the management policies and business development strategies in 2019.

MANAGEMENT POLICY

Management Policy in 2019 is an interpretation of the Bank's strategic steps that have been determined, adjusted to the conditions and situations that will be faced by the Bank in the future. Bank Victoria will remain focused on strategic steps for the next five years which cover the 5 (five) major aspects as follows.

1. Maximizing the role of Branch offices and digitalization in driving rapid business growth and *Retail Banking* development.

The main focus of this strategic step is to increase the number of new customers and the business portfolio volume in the branch.

2. Memperkuat *brand image* dari Bank Victoria serta aktif dalam pengembangan produk, jasa layanan dan strategi pemasaran.

Tujuan dari strategi ini adalah selain *brand awareness* dari Bank Victoria di wilayah operasionalnya semakin membaik, produk-produk yang dimiliki mampu menarik nasabah, khususnya nasabah baru.

3. Menerapkan organisasi yang efektif, meningkatkan kapasitas penggunaan informasi dan teknologi *digital* untuk mendukung peningkatan produktivitas.

Obyektif utama dari langkah strategis ini adalah untuk meningkatkan produktivitas karyawan serta menerapkan standar kerja yang mengacu pada penerapan *reward and punishmeny* secara disiplin.

4. Memperkuat aspek operasional, perkreditan serta kapasitas dari sistem IT dan infrastruktur

Tujuan dari strategis ini adalah proses operasional dapat lebih efektif sehingga dapat diwujudkan layanan perbankan yang prima dan yang pada akhirnya diharapkan dapat memberikan kepuasan kepada nasabah.

5. Memperkuat penerapan dan pengelolaan Kepatuhan, Manajemen Risiko, dan Pengendalian Internal di seluruh aspek operasional dan bisnis Bank (*Strengthen compliance, risk management, and internal control practices*)

Obyektif utama dari langkah strategis ini adalah untuk memastikan penerapan dan pengelolaan Kepatuhan, Manajemen Risiko, Pengendalian Internal yang sesuai dengan standar internasional serta aspek-aspek perbankan yang prudent dapat memberikan dampak pada pengawasan operasional dan bisnis yang lebih baik (*better control, prudent, and risk oriented*)

2. Strengthening the brand image of Bank Victoria and being active in product development, services, and marketing strategies.

The aim of this strategy is that in addition to improving brand awareness of Bank Victoria in its operational areas, its products are able to attract customers, especially new customers.

3. Implementing effective organizations, increasing the capacity to use information and digital technology to support increased productivity.

The main objective of this strategic step is to increase employee's productivity and implement work standards that refer to the implementation of disciplined reward and punishment.

4. Strengthening operational, credit, and capacity aspects of IT system and infrastructure.

The aim of this strategic step is that the operational process can be more effective so that prime banking services can be realized, which is eventually expected to provide satisfaction to customers.

5. Strengthening the implementation and management of Compliance, Risk Management, and Internal Control in all aspects of the Bank's operations and business.

The main objective of this strategic step is to ensure that the implementation and management of Compliance, Risk Management, Internal Control in accordance with the international standards and prudent banking aspects can have an impact for better control, prudent, and risk oriented.

STRATEGI PENGEMBANGAN BISNIS

Sejalan dengan penetapan tema Rencana Bisnis Bank 2019 untuk "**Enhancing Banking Service of Excellence**", maka Bank Victoria telah menetapkan langkah-langkah strategis sebagai berikut:

1. Strategi Pengembangan Penghimpunan Dana Pihak Ketiga

Penghimpunan Dana Pihak Ketiga di tahun 2019 akan difokuskan kepada depasan retail dan berdana murah.

2. Strategi Pembiayaan Kredit

Secara umum, di tahun 2019 Bank akan fokus kepada kredit segmen segmen UKM dan Komersial dengan strategi yang akan diterapkan oleh Bank kedepannya adalah sebagai berikut:

- Menetapkan sasaran/target pasar berdasarkan *risk appetite*.
- Meningkatkan pertumbuhan portofolio kredit secara konsisten.
- Melakukan percepatan proses pengajuan kredit agar dapat kompetitif.

BUSINESS DEVELOPMENT STRATEGY

In line with the establishment of theme of the 2019 Bank Business Plan for "Enhancing Banking Service of Excellence", Bank Victoria has established the following strategic steps:

1. Strategy for Developing Third Party Deposits

Collection of Third Party Deposits in 2019 will focus on retail depositors and low-cost funds.

2. Loan Financing Strategy

In general, in 2019 the Bank will focus on SME and Commercial segments by implementing the following strategies:

- Determining market aims/targets based on risk appetite.
- Increasing loan portfolio growth consistently.
- Accelerating loan application process in order to be competitive.

- d. Mengoptimalkan peran *Relation Officer, team leader* dan Cabang/Wilayah.
- e. Mengoptimalkan peran divisi Komersial dan Divisi SME Banking.
- f. Meningkatkan peran dan kualitas SDM di bidang perkreditan.
- g. Meningkatkan penanganan/pengelolaan *account management* secara konsisten.

3. Aspek Operasional dan Teknologi

Secara umum, tema strategi terkait dengan aspek operasional dan teknologi yang akan diterapkan oleh Bank kedepan adalah menyediakan layanan operasional perbankan yang efisien, nyaman, cepat dan handal yang berbasis kepada orientasi bisnis

- d. Optimizing the role of Relation Officers, Team Leaders, and Branch/Region.
- e. Optimizing the role of Commercial and SME Banking Division.
- f. Increasing HR role and quality in credit sector.
- g. Improving handling/management of account management consistently.

3. Operational and Technological Aspects

In general, the theme of the strategy is related to the operational and technological aspects that will be applied by the Bank to the future, which are providing efficient, convenient, fast, and reliable banking operational services based on business orientation.

Tinjauan Keuangan

Financial Overview

Tinjauan keuangan yang diuraikan berikut mengacu kepada Laporan Keuangan untuk tahun yang berakhir tanggal 31 Desember 2018 dan 2017 yang disajikan dalam Laporan Tahunan ini. Laporan Keuangan telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis dan Rekan yang memberikan opini wajar dalam semua hal material. Posisi keuangan konsolidasian PT Bank Victoria International Tbk dan entitas anaknya pada tanggal 31 Desember 2018, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

The financial review outlined herein refers to the Financial Statements for the years ended on 31 December 2018 and 2017 as presented in this Annual Report. The Financial Statements have been audited by Tanudiredja, Wibisana, Rintis and Rekan Public Accountant Firm which provides fair opinions in all material matters. The consolidated financial position of PT Bank Victoria International Tbk and its subsidiaries as of 31 December 2018, and the financial performance and consolidated cash flows for the year ended on that date, are in accordance with the Financial Accounting Standards in Indonesia.

KINERJA KEUANGAN

Kinerja keuangan Bank Victoria terdiri atas kinerja Laporan Posisi Keuangan Konsolidasian, Laporan Laba Rugi dan Penghasilan Komprehensif serta Laporan Arus Kas Konsolidasian disajikan sebagai berikut.

FINANCIAL PERFORMANCE

Bank Victoria's financial performance consisting of the performance of Consolidated Statements of Financial Position, Statements of Profit Loss and Comprehensive Income, and the Consolidated Statements of Cash Flows is presented below.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Statements of Financial Position

(dalam jutaan Rupiah / in million Rupiah)

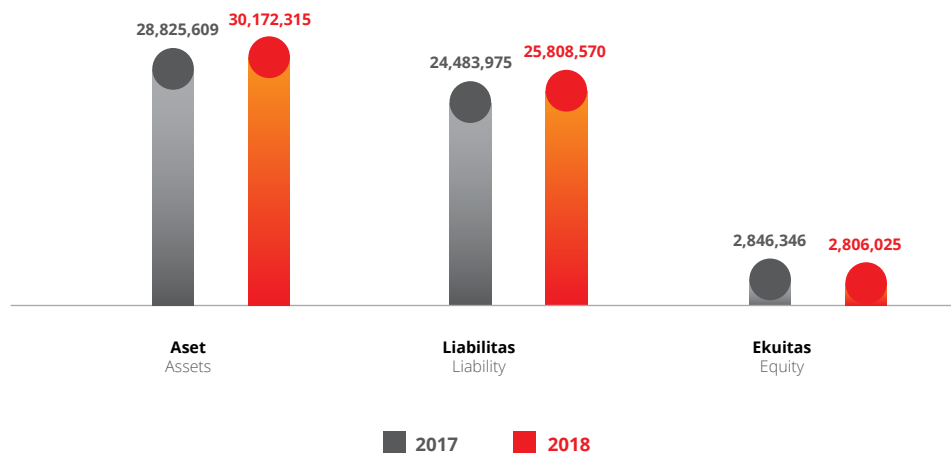
Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
ASET					ASSETS
Kas	57,676	72,142	(14,466)	(20.05%)	Cash
Giro pada Bank Indonesia	1,551,075	1,768,561	(217,486)	(12.30%)	Current accounts with Bank Indonesia
Giro pada bank lain	91,962	75,231	16,731	22.24%	Current accounts with other banks
Dikurangi: Cadangan kerugian penurunan nilai	-	-	-	-	Less: Allowance for impairment losses
	91,962	75,231	16,731	22.24%	
Penempatan pada Bank Indonesia dan bank lain	2,401,787	2,114,573	287,214	13.58%	Placements with Bank Indonesia and other banks
Efek-efek	6,797,478	7,930,092	(1,132,614)	(14.28%)	Marketable securities
Dikurangi: Cadangan kerugian penurunan nilai	(72,957)	(32,309)	(40,648)	125.81%	Less: Allowance for impairment losses
	6,724,521	7,897,783	(1,173,262)	(14.86%)	
Efek-efek yang dibeli dengan janji dijual kembali	1,000,011	-	1,000,011	100.00%	Securities purchased under resale agreement
Pendapatan bunga yang masih akan diterima	189,997	221,739	(31,742)	(14.32%)	Interest receivables
Biaya dibayar dimuka	21,404	19,862	1,542	7.76%	Prepaid expenses
Pinjaman yang diberikan, pembiayaan dan piutang syariah					Loans, Sharia financing and receivables

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Pihak berelasi	84,330	87,999	(3,669)	(4.17%)	Related parties
Pihak ketiga	16,309,266	15,743,266	566,001	3.60%	Third parties
	16,393,596	15,831,264	562,332	3.55%	
Dikurangi: Cadangan kerugian penurunan nilai	(290,825)	(254,577)	(36,248)	14.24%	Less: Allowance for impairment losses
	16,102,772	15,576,688	526,084	3.38%	
Tagihan akseptasi	164,547	117,881	46,666	39.59%	Acceptance receivables
Penyertaan Saham	61	61	0	0.00%	Investments in shares
Dikurangi: Cadangan kerugian penurunan nilai	60	60	0	0.00%	Less: Allowance for impairment losses
Agunan yang diambil alih	1,211,740	374,764	836,976	223.33%	Foreclosed assets
Dikurangi: Cadangan kerugian penurunan nilai	(157,720)	(87,126)	(70,594)	81.03%	Less: Allowance for impairment losses
	1,054,020	287,638	766,382	266.44%	
Aset pajak tangguhan - neto	172,902	90,404	82,498	91.25%	Deferred tax assets - net
Aset tetap	595,089	568,733	26,356	4.63%	Fixed assets
Dikurangi: Akumulasi penyusutan	(53,805)	(40,732)	(13,073)	32.10%	Less: Accumulated depreciation
	541,284	528,001	13,283	2.52%	
Aset tak berwujud - bersih	8,654	6,037	2,617	43.35%	Intangible assets - net
Aset lain-lain	89,645	49,009	40,636	82.92%	Other assets
JUMLAH ASET	30,172,315	28,825,609	1,346,706	4.67%	TOTAL ASSETS
LIABILITAS					LIABILITIES
Liabilitas segera	4,393	4,495	(102)	(2.27%)	Obligations due immediately
Simpanan nasabah					Deposits from customers
Pihak berelasi	182,766	167,376	15,390	9.19%	Related parties
Pihak ketiga	20,453,615	20,607,596	(153,981)	(0.75%)	Third parties
Simpanan dari bank lain – pihak ketiga	1,835,799	2,236,882	(401,083)	(17.93%)	Deposits from other banks – Third parties
Efek-efek yang dijual dengan janji dibeli kembali	1,302,664	-	1,302,664	(100.00%)	Securities sold under repurchase agreement
Liabilitas akseptasi	161,198	77,660	83,538	107.57%	Acceptance receivable
Efek-efek yang diterbitkan	1,585,723	1,140,423	445,300	39.05%	Securities Issued
Utang pajak					Taxes payable
Pajak penghasilan badan	36,747	15,757	20,990	133.21%	Corporate income tax
Pajak lainnya	28,584	26,212	2,372	9.05%	Other taxes
Liabilitas imbalan kerja karyawan	73,621	76,385	(2,764)	(3.62%)	Employee Benefits Obligation
Akrual dan liabilitas lain-lain	143,460	131,190	12,270	9.35%	Accruals and other liability
JUMLAH LIABILITAS	25,808,570	24,483,975	1,324,595	5.41%	TOTAL LIABILITIES
DANA SYIRKAH TEMPORER					TEMPORARY SYIRKAH FUND
Simpanan nasabah					Deposits from customers
Pihak berelasi	27,577	2,708	24,869	918.35%	Related parties
Pihak ketiga	1,422,443	1,470,980	(48,537)	(3.30%)	Third parties
Simpanan bank lain					Deposits from other banks
Pihak ketiga	107,700	21,600	86,100	398.61%	Third parties
JUMLAH DANA SYIRKAH	1,557,720	1,495,288	62,432	4.18%	TOTAL TEMPORARY SYIRKAH FUND
EKUITAS					EQUITY
Modal saham - nilai nominal	867,105	867,105	0	0.00%	Share capital - par value
Tambahan modal disetor	211,681	211,681	0	0.00%	Additional paid-in capital

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Saham disetor di muka					Capital subscribed in advance
Keuntungan/(kerugian) yang belum direalisasi atas perubahan nilai wajar efek-efek yang tersedia untuk dijual, setelah pajak	(58,235)	69,692	(127,927)	(183.56%)	Unrealised (loss)/gain from available-for-sale marketable securities, net of tax
Surplus revaluasi aset tetap, setelah pajak	355,459	355,459	0	0.00%	Gain on revaluation of fixed assets, net of tax
Saldo laba					Retained earnings:
Telah ditentukan penggunaannya	175,156	150,156	25,000	16.65%	Appropriated
Belum ditentukan penggunaannya	1,254,843	1,192,235	62,608	5.25%	Unappropriated
Jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk	2,806,009	2,846,328	(40,319)	(1.42%)	Total equity attributable to equity holders of the parent entity
Kepentingan non-pengendali	16	18	(2)	11.11%	Non-controlling interest
JUMLAH EKUITAS	2,806,025	2,846,346	(40,321)	(1.42%)	TOTAL EQUITY
JUMLAH LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS	30,172,315	28,825,609	1,346,706	4.67%	TOTAL LIABILITIES, TEMPORARY SYIRKAH FUND, AND EQUITY

Grafik Laporan Posisi Keuangan Konsolidasian Graph of Consolidated Statements of Financial Position

(dalam jutaan Rupiah / in million Rupiah)



ASET

Pada tahun 2018 aset Bank Victoria mencapai Rp30,17 triliun, meningkat 4,67% atau Rp1,35 triliun dibandingkan dengan tahun 2017 mencapai Rp28,83 triliun. Peningkatan tersebut karena kenaikan aset non keuangan sebesar Rp866,32 miliar.

ASSETS

In 2018, Bank Victoria's assets reached Rp30.17 trillion, an increase of 4.67% or Rp1.35 trillion compared to Rp28.83 trillion in 2017. The increase was due to the increase in non-financial assets amounting to Rp866.32 billion.

Tabel Aset
Table of Assets

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Aset Keuangan	28,374,053	27,893,667	480,386	1.72%	Financial Assets
Aset Non-Kuangan	1,798,264	931,943	866,321	92.96%	Non-Financial Assets
Jumlah Aset	30,172,315	28,825,609	1,346,706	4.67%	Total Assets

ASET KEUANGAN

Pada tahun 2018 aset keuangan Bank Victoria mencapai Rp28,37 triliun, meningkat 1,72% atau Rp480,39 miliar dibandingkan dengan tahun 2017 mencapai Rp27,89 triliun. Peningkatan tersebut berasal dari kenaikan efek-efek yang dibeli dengan janji dijual kembali sebesar Rp1,00 triliun.

FINANCIAL ASSETS

In 2018, Bank Victoria's financial assets reached Rp28.37 trillion, an increase of 1.72% or Rp480.39 billion compared to Rp27.89 trillion in 2017. The increase came from the increase in securities sold under resale agreements of Rp1.00 trillion.

Tabel Aset Keuangan
Table of Financial Assets

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Kas	57,676	72,142	(14,466)	(20.05%)	Cash
Giro pada Bank Indonesia	1,551,075	1,768,561	(217,486)	(12.30%)	Current accounts with Bank Indonesia
Giro pada bank lain – neto	91,962	75,231	16,731	22.24%	Current accounts with other banks – net
Penempatan pada Bank Indonesia dan bank lain	2,401,787	2,114,573	287,214	13.58%	Placements with Bank Indonesia and other banks – net
Efek-efek	6,724,521	7,897,783	(1,173,262)	(14.86%)	Marketable securities
Efek-efek yang dibeli dengan janji dijual kembali	1,000,011	-	1,000,011	100.00%	Securities purchased under resale agreements
Pendapatan bunga yang masih akan diterima	189,997	221,739	(31,742)	(14.32%)	Interest receivables
Pinjaman yang diberikan, pembiayaan dan piutang syariah – neto	16,102,772	15,576,688	526,084	3.38%	Loans, sharia financing and receivables – net Related Parties
Tagihan akseptasi	164,547	117,881	46,666	39.59%	Acceptance receivables
Penyertaan saham – neto	60	60	0	0.00%	Investment in shares – net
Aset lain-lain	89,645	49,009	40,636	82.92%	Other assets
Jumlah Aset Keuangan	28,374,053	27,893,667	480,386	1.72%	Total Financial Assets

ASET NON-KEUANGAN

Pada tahun 2018 aset non keuangan Bank Victoria mencapai Rp1,80 triliun, meningkat 92,96% atau Rp866,32 miliar dibandingkan dengan tahun 2017 mencapai Rp931,94 miliar. Peningkatan tersebut karena peningkatan agunan yang diambil alih mencapai 266,44% atau Rp766,38 miliar.

NON-FINANCIAL ASSETS

In 2018, Bank Victoria's non-financial assets reached Rp1.80 trillion, an increase of 92.96% or Rp866.32 billion compared to Rp931.94 billion in 2017. The increase was due to the increase in foreclosed assets reaching 266.44% or Rp766.38 billion.

Tabel Aset Non-Keuangan
Table of Non-Financial Assets

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Beban dibayar di muka	21,404	19,862	1,542	7.76%	Prepaid expenses
Aset pajak tangguhan - neto	172,902	90,404	82,498	91.25%	Deferred tax asset – net
Aset tetap - neto	541,284	528,001	13,283	2.52%	Fixed assets – net
Aset tak berwujud - neto	8,654	6,037	2,617	43.35%	Intangible assets – net
Agunan yang diambil alih - neto	1,054,020	287,638	766,382	266.44%	Foreclosed collaterals - net
Total Aset Non-Keuangan	1,798,264	931,943	866,321	92.96%	Total Non-Financial Assets

LIABILITAS

Pada tahun 2018 liabilitas Bank Victoria mencapai Rp25,81 triliun, meningkat 5,41% atau Rp1,32 triliun dibandingkan dengan tahun 2017 mencapai Rp24,48 triliun. Peningkatan tersebut berasal dari kenaikan liabilitas keuangan sebesar Rp1,30 triliun.

LIABILITIES

In 2018, Bank Victoria's liabilities reached Rp25.81 trillion, an increase of 5.41% or Rp1.32 trillion compared to Rp24.48 trillion in 2017. This increase was due to an increase in financial liabilities of Rp1.30 trillion.

Tabel Liabilitas
Table of Liabilities

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Liabilitas Keuangan	25,669,617	24,365,622	1,303,995	5.35%	Financial Liabilities
Liabilitas Non Keuangan	138,952	118,353	20,599	17.40%	Financial Non Liabilities
Jumlah Liabilitas	25,808,570	24,483,975	1,324,595	5.41%	

LIABILITAS KEUANGAN

Pada tahun 2018 liabilitas keuangan Bank Victoria mencapai Rp25,81 triliun, meningkat 5,41% atau Rp1,32 triliun dibandingkan dengan tahun 2017 mencapai Rp24,48 triliun. Peningkatan tersebut karena adanya liabilitas dari efek-efek yang dijual dengan janji dibeli kembali di tahun 2018.

FINANCIAL LIABILITIES

In 2018, Bank Victoria's financial liabilities reached Rp25.81 trillion, an increase of 5.41% or Rp1.32 trillion compared to Rp24.48 trillion in 2017. This increase was due to liabilities of securities sold under repurchase agreements in 2018,

Tabel Liabilitas Keuangan
Table of Financial Liabilities

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Liabilitas segera	4,393	4,495	(102)	(2.27%)	Immediate liabilities
Simpanan nasabah	20,636,380	20,774,972	(138,592)	(0.67%)	Deposits from customers
Simpanan dari bank lain – pihak ketiga	1,835,799	2,236,882	(401,083)	(17.93%)	Deposits from other banks – third parties
Efek-efek yang dijual dengan janji dibeli kembali	1,302,664	0	1,302,664	100.00%	Securities sold under agreements to repurchase
Liabilitas akseptasi	161,198	77,660	83,538	107.57%	Acceptance payable
Efek-efek yang diterbitkan	1,585,723	1,140,423	445,300	39.05%	Securities issued
Akrual dan liabilitas lain-lain	143,460	131,190	12,270	9.35%	Accruals and other liabilities
Total Liabilitas Keuangan	25,669,617	24,365,622	1,303,995	5.35%	Total Financial Liabilities

LIABILITAS NON-KEUANGAN

Pada tahun 2018 liabilitas non keuangan Bank Victoria mencapai Rp138,95 miliar, meningkat 17,40% atau Rp20,60 miliar dibandingkan dengan tahun 2017 mencapai Rp118,35 miliar. Peningkatan tersebut karena kenaikan utang pajak mencapai 55,66% atau Rp23,36 miliar.

NON-FINANCIAL LIABILITIES

In 2018, Bank Victoria's non-financial liabilities reached Rp138.95 billion, an increase of 17.40% or Rp20.60 billion compared to Rp118.35 billion in 2017. The increase was due to the increase in taxes payable reaching 55.66% or Rp23.36 billion.

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Utang pajak	65,331	41,969	23,362	55.66%	Tax payable
Liabilitas imbalan kerja karyawan	73,621	76,385	(2,764)	(3.62%)	Employee benefits obligations
Total Liabilitas Non-Keuangan	138,952	118,353	20,599	17.40%	Total Non-Financial Liabilities

DANA SYIRKAH TEMPORER

Pada tahun 2018 dana syirkah temporer Bank Victoria mencapai Rp1,56 triliun meningkat 4,18% atau Rp62,43 miliar dibandingkan dengan tahun 2017 mencapai Rp1,50 triliun. Hal tersebut berasal kenaikan simpanan bank lain dari pihak ketiga sebesar Rp86,10 miliar.

TEMPORARY SYIRKAH FUND

In 2018, Bank Victoria's temporary syirkah fund reached Rp1.56 trillion, an increase of 4.18% or Rp62.43 billion compared to Rp1.50 trillion in 2017. This was due to the deposits from other banks from third party of Rp86.10 billion.

Tabel Dana Syirkah Temporer
Table of Temporary Syirkah Funds

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan/ Growth		Description
			Rp	%	
Simpanan nasabah					Deposits from customers
Pihak berelasi	27,577	2,708	24,869	918.35%	Related parties
Pihak ketiga	1,422,443	1,470,980	(48,537)	(3.30%)	Third parties
Simpanan bank lain					Deposits from other banks
Pihak ketiga	107,700	21,600	86,100	398.61%	Third parties
TOTAL DANA SYIRKAH	1,557,720	1,495,288	62,432	4.18%	TOTAL TEMPORARY SYIRKAH FUND

EKUITAS

Pada tahun 2018 ekuitas Bank Victoria mencapai Rp2,81 triliun menurun 1,42% atau Rp40,32 miliar dibandingkan dengan tahun 2017 mencapai Rp2,85 triliun. Penurunan tersebut berasal dari kerugian yang belum direalisasi atas perubahan nilai wajar efek-efek yang tersedia untuk dijual, setelah pajak.

EQUITY

In 2018, Bank Victoria's equity reached Rp2.81 trillion, a decrease of 1.42% or Rp40.32 billion compared to Rp2.85 trillion in 2017. This decrease was due to unrealized losses on changes in fair value of available-for-sale marketable securities - net of deferred tax.

Tabel Ekuitas
Table of Equity

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Modal saham - nilai nominal	867,105	867,105	0	0.00%	Share capital - per value
Tambahan modal disetor	211,681	211,681	0	0.00%	Additional paid-in capital
Saham disetor di muka					Capital subscribed in advance
Keuntungan/(kerugian) yang belum direalisasi atas perubahan nilai wajar efek-efek yang tersedia untuk dijual, setelah pajak	(58,235)	69,692	(127,927)	(183.56%)	Unrealized gain/(loss) from available-for-sale marketable securities, net of tax
Surplus revaluasi aset tetap, setelah pajak	355,459	355,459	0	0.00%	Gain on revaluation of fixed assets, net of tax
Saldo laba					Retained earnings:
Telah ditentukan penggunaannya	175,156	150,156	25,000	16.65%	Appropriated
Belum ditentukan penggunaannya	1,254,843	1,192,235	62,608	5.25%	Unappropriated
Jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk	2,806,009	2,846,328	(40,319)	(1.42%)	Total equity attributable to equity holders of the parent entity
Kepentingan non-pengendali	16	18	(2)	11.11%	Non-controlling interest
TOTAL EKUITAS	2,806,025	2,846,346	(40,321)	(1.42%)	TOTAL EQUITY

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

CONSOLIDATED STATEMENT OF PROFIT LOSS AND OTHER COMPREHENSIVE INCOME

Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Table of Consolidated Statement of Profit or Loss and Other Comprehensive Income

(dalam jutaan Rupiah / in million Rupiah)

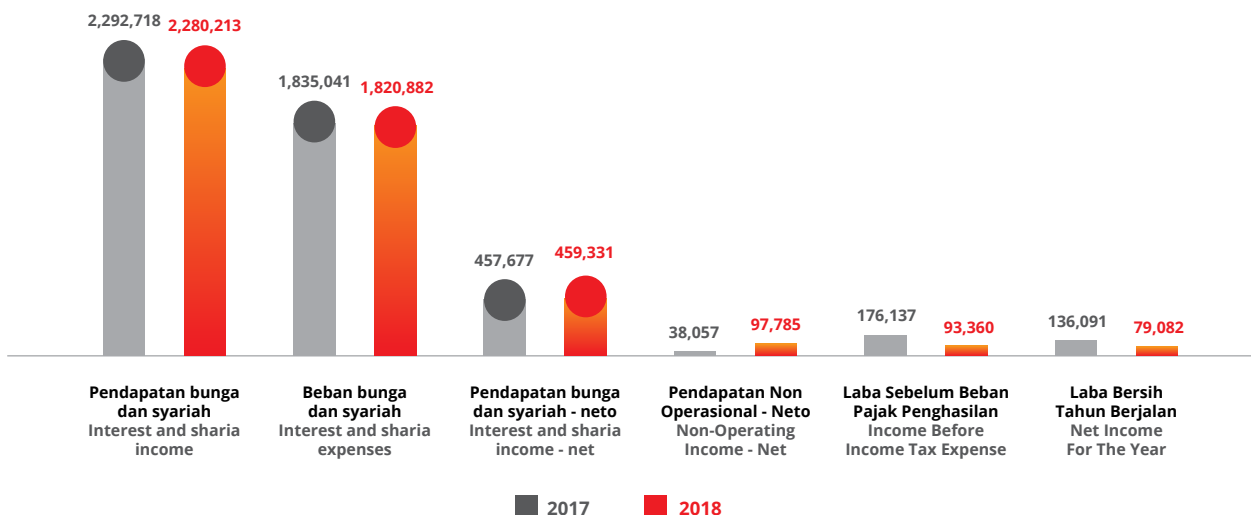
Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
PENDAPATAN DAN BEBAN BUNGA					INTEREST INCOME AND EXPENSE
Pendapatan bunga dan syariah	2,280,213	2,292,718	(12,505)	(0.55%)	Interest and sharia income
Beban bunga dan syariah	(1,820,882)	(1,835,041)	(3,655,923)	(199.23%)	Interest and sharia expenses
Pendapatan bunga dan syariah - neto	459,331	457,677	1,654	0.36%	Interest and sharia income - net
PENDAPATAN DAN BEBAN OPERASIONAL LAINNYA					OTHER OPERATING INCOME AND EXPENSES
Pendapatan operasional lainnya					Other operating income
Pendapatan dari investasi reksa dana	93,386	85,350	8,036	9.42%	Income from mutual funds
Keuntungan atas penjualan efek-efek yang diperdagangkan dan tersedia untuk dijual - neto	118,978	256,696	(137,718)	(53.65%)	Gains on sale of trading and available-for-sale securities - net
Provisi dan komisi selain dari pinjaman	13,351	21,647	(8,296)	(38.32%)	Fees and commissions from transactions other loans
Kerugian atas perubahan nilai wajar efek-efek yang diperdagangkan - neto	(233)	(343)	110	(32.07%)	Loss on increase in fair value of trading securities - net
Lain-lain	51,815	53,246	(1,431)	(2.69%)	Others
Jumlah pendapatan operasional lainnya	277,296	416,596	(139,300)	(33.44%)	Total other operating income
Beban operasional lainnya					Other operating expenses
Beban penyisihan kerugian penurunan nilai aset keuangan	(247,374)	(303,942)	(56,568)	(18.61%)	Provision for impairment losses on financial assets
Beban penyisihan kerugian penurunan nilai aset non-keuangan	(81,401)	(60,381)	21,020	34.81%	Provision for impairment losses on non-financial assets
Beban umum dan administrasi	(179,181)	(156,181)	(23,000)	14.73%	General and administrative expenses
Beban tenaga kerja	(192,327)	(193,873)	1,546	(0.80%)	Personnel expenses
Lain-lain	(40,770)	(21,815)	(18,955)	86.89%	Others
Jumlah beban operasional lainnya	(741,052)	(736,193)	(4,859)	0.66%	Total other operating expenses
(RUGI)/LABA OPERASIONAL	(4,425)	138,080	(142,505)	(103.20%)	(LOSS)/INCOME FROM OPERATIONS
PENDAPATAN NON OPERASIONAL - NETO	97,785	38,057	59,728	156.94%	NON-OPERATING INCOME - NET
LABA SEBELUM BEBAN PAJAK PENGHASILAN	93,360	176,137	(82,777)	(47.00%)	INCOME BEFORE INCOME TAX
BEBAN PAJAK PENGHASILAN NETO	(14,278)	(40,047)	25,769	(64.35%)	INCOME TAX (EXPENSE) - NET
LABA BERSIH TAHUN BERJALAN	79,082	136,091	(57,009)	(41.89%)	NET INCOME FOR THE YEAR

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
PENGHASILAN KOMPREHENSIF LAIN					OTHER COMPREHENSIVE INCOME
Pos-pos yang akan direklasifikasi ke laba rugi					Items that will be reclassified subsequently to profit or loss
Perubahan nilai wajar efek-efek yang tersedia untuk dijual	(165,420)	111,997	(277,417)	(247.70%)	Change in fair value of available-for-sale marketable securities
Pajak tangguhan terkait	37,476	(27,999)	9,477	33.85%	Related income tax
(Rugi)/penghasilan komprehensif lain - neto setelah pajak	(127,944)	83,998	(211,942)	(252.32%)	Other comprehensive income/ (expenses) – net of tax
Pos yang tidak akan direklasifikasi ke laba rugi					Items that will not be reclassified subsequently to profit or loss
Pengukuran kembali atas liabilitas imbalan kerja	10,569	(1,773)	12,342	(696.11%)	Remeasurements on employee benefit liabilities
Pajak tangguhan terkait	(2,043)	1,760	(3,803)	(216.08%)	Related income tax
	8,526	(14)	8,540	(61,000.00%)	
(RUGI)/PENGHASILAN KOMPREHENSIF LAIN TAHUN BERJALAN, SETELAH PAJAK PENGHASILAN	(119,418)	83,984	(203,402)	(242.19%)	OTHER COMPREHENSIVE INCOME FOR THE YEAR - NET OF TAX
JUMLAH (RUGI) PENGHASILAN KOMPREHENSIF	(40,336)	220,075	(260,411)	(118.33%)	TOTAL COMPREHENSIVE (LOSS)/INCOME
Laba tahun berjalan yang dapat diatribusikan kepada:					Net income attributable to:
Pemilik entitas induk	79,082	136,091	(57,009)	(41.89%)	Equity holders of the parent entity
Kepentingan nonpengendali	-	-	-	-	Non-controlling interest
	79,082	136,091	(57,009)	(41.89%)	
(Rugi)/laba komprehensif tahun berjalan yang dapat diatribusikan kepada:					Comprehensive (loss)/income attributable to:
Pemilik entitas induk	(40,334)	220,074	(260,408)	(118.33%)	Equity holders of the parent entity
Kepentingan nonpengendali	(2)	1	(3)	(300.00%)	Non-controlling interest
	(40,336)	220,075	(260,411)	(118.33%)	
LABA PER SAHAM					EARNINGS PER SHARE
Dasar (nilai penuh)	9.12	15.69	(6.57)	(41.87%)	Basic (full amount)
Dilusan (nilai penuh)	9.12	15.69	(6.57)	(41.87%)	Diluted (full amount)

Grafik Laporan Laba Rugi

Graph of Consolidated Statement of Profit or Loss

(dalam jutaan Rupiah / in million Rupiah)



PENDAPATAN DAN BEBAN BUNGA

Pada tahun 2018 pendapatan dan beban bunga Bank Victoria mencapai Rp459,33 miliar meningkat 0,36% atau Rp1,65 miliar dibandingkan dengan tahun 2017 mencapai Rp457,68 miliar.

OPERATING INCOME AND EXPENSES

In 2018, Bank Victoria's operating income and expenses reached Rp459.33 billion, an increase of 0.36% or Rp1.65 billion compared to Rp457.68 billion in 2017.

Tabel Pendapatan dan Beban Bunga
Table of Interest Income and Expense

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Pendapatan bunga dan syariah	2,280,213	2,292,718	(12,505)	(0.55%)	Interest and sharia income
Beban bunga dan syariah	(1,820,882)	(1,835,041)	(3,655,923)	(199.23%)	Interest and sharia expenses
Pendapatan bunga dan syariah bersih	459,331	457,677	1,654	0.36%	Interest and sharia income - net

PENDAPATAN BUNGA DAN SYARIAH

Pada tahun 2018 pendapatan bunga Bank Victoria mencapai Rp2,11 triliun menurun 1,35% atau Rp28,80 miliar dibandingkan dengan tahun 2017 mencapai Rp2,14 miliar. Hal ini disebabkan oleh menurunnya pinjaman yang diberikan sebesar Rp17,63 miliar. Sedangkan pendapatan syariah tahun 2018 mencapai Rp169,99 miliar meningkat 10,60% dibandingkan tahun 2017 mencapai Rp153,70 miliar. Peningkatan pendapatan syariah khususnya berasal dari kenaikan pendapatan usaha utama lainnya sebesar Rp8,70 miliar.

INTEREST AND SHARIA INCOME

In 2018, Bank Victoria's interest income reached Rp2.11 trillion, a decrease of 1.35% or Rp28.80 billion compared to Rp2.14 billion in 2017. This was due to the decrease in loans of Rp17.63 billion. Whereas sharia income in 2018 reached Rp169.99 billion, an increase of 10.60% compared to Rp153.70 billion in 2017. The increase in sharia income particularly came from an increase in income from other main operational of Rp8.70 billion.

Tabel Pendapatan Bunga dan Syariah
Table of Interest and Sharia Income

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Pendapatan bunga					Interest income
Pinjaman yang diberikan	1,724,692	1,742,325	(17,633)	(1.01%)	Loans
Efek-efek	332,813	346,319	(13,506)	(3.90%)	Marketable securities
Penempatan pada Bank Indonesia dan bank Lain	52,721	50,378	2,343	4.65%	Placements with Bank Indonesia and other banks
Jumlah	2,110,226	2,139,022	(28,796)	(1.35%)	Total
Pendapatan syariah					Sharia income
Pendapatan margin	31,254	25,332	5,922	23.38%	Margin income
Pendapatan bagi hasil	97,781	96,028	1,753	1.83%	Profit sharing
Pendapatan ijarah - neto	577	655	(78)	(12.01%)	Net income from ijarah
Pendapatan usaha utama lainnya	40,375	31,680	8,695	27.45%	Income for other main operational
Jumlah	169,987	153,695	16,292	10.60%	Total
Pendapatan Bunga dan Syariah	2,280,213	2,292,717	(12,504)	(0.55%)	Interest and Sharia income

BEBAN BUNGA DAN SYARIAH

Pada tahun 2018 beban bunga dan syariah Bank Victoria mencapai Rp1,82 triliun menurun 0,77% atau Rp14,16 miliar dibandingkan dengan tahun 2017 yang mencapai Rp1,84 triliun. Hal tersebut berasal dari penurunan simpanan dana pihak ketiga dari deposito sebesar Rp91,97 miliar.

INTEREST AND SHARIA EXPENSES

In 2018, Bank Victoria's interest and sharia expenses reached Rp1.82 trillion, a decrease of 0.77% or Rp14.16 billion compared to Rp1.84 trillion in 2017. This was due to the decrease in third party deposits from time deposits of Rp91.97 billion.

Tabel Beban Bunga dan Syariah
Table of Interest and Sharia Expenses

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan/ Growth		Description
			Rp	%	
Simpanan dana pihak ketiga					Third party deposits
Deposito	1,407,738	1,499,704	(91,966)	(6.13%)	Time Deposits
Tabungan	139,355	110,453	28,902	26.17%	Savings Deposits
Giro	34,046	33,777	269	0.80%	Demand Deposits
Obligasi yang diterbitkan	149,611	110,235	39,376	35.72%	Bonds issued
Simpanan dari bank lain					Deposits from other banks
Call money	83,882	77,818	6,065	7.79%	Call money
Pinjaman rekening koran	67	-	67	100.00%	Overdraft loans
Amortisasi emisi obligasi	3,785	3,054	731	23.93%	Amortisation of bonds issuance cost
Efek-efek yang dijual dengan janji dibeli kembali	2,399	-	2,399	100.00%	Securities sold under repurchase agreement
Jumlah	1,820,882	1,835,041	(14,159)	(0.77%)	Total

PENDAPATAN DAN BEBAN OPERASIONAL LAINNYA

PENDAPATAN OPERASIONAL LAINNYA

Pada tahun 2018 pendapatan operasional lainnya Bank Victoria mencapai Rp277,30 miliar menurun 33,44% atau Rp139,30 miliar dibandingkan dengan tahun 2017 mencapai Rp416,60 miliar. Penurunan tersebut terutama berasal dari menurunnya keuntungan atas penjualan efek-efek yang diperdagangkan dan tersedia untuk dijual - neto sebesar Rp137,72 miliar.

OTHER OPERATING INCOME AND EXPENSES

OTHER OPERATING INCOME

In 2018, Bank Victoria's other operating income reached Rp277.30 billion, a decrease of 33.44% or Rp139.30 billion compared to Rp416.60 billion in 2017. The decrease was mainly due to the decrease in gain on sale of trading and available-for-sale securities - net of Rp137.72 billion.

Tabel Pendapatan Operasional Lainnya
Table of Other Operating Income

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Pendapatan dari investasi reksa dana	93,386	85,350	8,036	9.42%	Income from mutual fund
Keuntungan atas penjualan efek-efek yang diperdagangkan dan tersedia untuk dijual - neto	118,978	256,696	(137,718)	(53.65%)	Gain on sale of trading and available-for-sale securities - net
Provisi dan komisi selain dari pinjaman	13,351	21,647	(8,296)	(38.32%)	Fees and commissions from transactions other than loans
Kerugian atas perubahan nilai wajar efek-efek yang diperdagangkan - neto	(233)	(343)	110	(32.07%)	Loss on changes in fair value of trading securities -net
Lain-lain	51,815	53,246	(1,431)	(2.69%)	Others
Jumlah pendapatan operasional lainnya	277,296	416,596	(139,300)	(33.44%)	Total Other Operating Income

BEBAN OPERASIONAL LAINNYA

Pada tahun 2018 beban operasional lainnya Bank Victoria mencapai Rp741,05 miliar meningkat 0,66% atau Rp4,86 miliar dibandingkan dengan tahun 2017 mencapai Rp736,19 miliar. Peningkatan tersebut khususnya berasal dari kenaikan beban umum dan administrasi serta kenaikan beban lain-lain.

OTHER OPERATING EXPENSES

In 2018, Bank Victoria's other operating expenses reached Rp(741.05) billion, an increase of 0.66% or Rp(4.86) billion compared to Rp(736.19) billion in 2017. The increase was particularly due to the increase in general and administrative expenses as well as other expenses.

Tabel Beban Operasional Lainnya
Table of Other Operating Expenses

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Beban penyisihan kerugian penurunan nilai aset keuangan	(247,374)	(303,942)	56,568	(18.61%)	Provision of Allowance for Impairment Losses on Financial
Beban penyisihan kerugian penurunan nilai aset non-keuangan	(81,401)	(60,381)	(21,020)	34.81%	Provision of Allowance for Impairment Losses on Financial and Non-Financial Assets
Beban umum dan administrasi	(179,181)	(156,181)	(23,000)	14.73%	General and Administrative Expenses
Beban tenaga kerja	(192,327)	(193,873)	1,546	(0.80%)	Personnel Expenses
Lain-lain	(40,770)	(21,815)	(18,955)	86.89%	Others
Jumlah Beban Operasional Lainnya	(741,052)	(736,193)	(4,859)	0.66%	Total Other Operating Expenses

(RUGI)/LABA OPERASIONAL

Pada tahun 2018 rugi operasional Bank Victoria mencapai Rp4,42 miliar menurun 103,20% atau Rp142,51 miliar dibandingkan dengan tahun 2017 mencapai Rp138,08 miliar. Hal ini disebabkan menurunnya pendapatan operasional lainnya sebesar Rp139,30 miliar.

(LOSS)/INCOME FROM OPERATIONS

In 2018, Bank Victoria's (loss)/income from operations reached Rp(4.42) billion, a decrease of 96.80% or Rp133.65 billion compared to Rp138.08 billion in 2017. This was due to the decrease in other operating income of Rp139.30 billion.

Tabel (Rugi)/Laba Operasional
Table of (Loss)/Income from Operations

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Pendapatan bunga dan syariah bersih	459,331	457,677	1,654	0.36%	Interest and sharia income – net
Pendapatan operasional lainnya	277,296	416,596	(139,300)	(33.44%)	Other operating income
Beban operasional lainnya	(741,052)	(736,193)	(4,859)	0.66%	Other operating expenses
(Rugi)/Laba Operasional	(4,425)	138,080	(142,505)	(103.20%)	(Loss)/Income from Operations

LABA SEBELUM BEBAN PAJAK PENGHASILAN

Pada tahun 2018 laba sebelum beban pajak penghasilan Bank Victoria mencapai Rp93,36 miliar, menurun 47,00% atau Rp82,78 miliar dibandingkan dengan tahun 2017 mencapai Rp176,14 miliar. Penurunan tersebut sejalan dengan menurunnya (rugi) laba operasional.

INCOME BEFORE INCOME TAX EXPENSE

In 2018, Bank Victoria's income before income tax expense reached Rp93.36 billion, a decrease of 47.00% or Rp82.78 billion compared to Rp176.14 billion in 2017. This decrease was in line with the decrease in operating income (loss).

Laba Sebelum Beban Pajak Penghasilan
Table of Income before income tax

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
(Rugi)/Laba Operasional	(4,425)	138,080	(142,505)	(103.20%)	(Loss)/income from operations
Pendapatan Non Operasional - Neto	97,785	38,057	59,728	156.94%	Non-operating income-net
Laba Sebelum Beban Pajak Penghasilan	93,360	176,137	(82,777)	(47.00%)	Income before income tax

(BEBAN) PAJAK PENGHASILAN – NETO

Pada tahun 2018 beban pajak penghasilan Bank Victoria mencapai Rp14,28 miliar menurun 64,35% atau Rp25,77 miliar dibandingkan dengan tahun 2017 mencapai Rp40,05 miliar. Penurunan tersebut terutama berasal dari penurunan pajak kini konsolidasian.

Tabel (Beban) Pajak Penghasilan – Neto
Table of Income Tax Expenses - Net

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Konsolidasian					Consolidated
Pajak kini	(62,119)	(59,055)	(3,064)	5.19%	Current tax
Pajak tangguhan	47,841	19,008	28,833	151.69%	Deferred tax
Jumlah	(14,278)	(40,047)	25,769	(64.35%)	Total

LABA BERSIH TAHUN BERJALAN

Pada tahun 2018 laba bersih tahun berjalan Bank Victoria mencapai Rp79,08 miliar menurun 41.89% atau Rp57,09 miliar dibandingkan dengan tahun 2017 mencapai Rp136,09 miliar. Penurunan tersebut sejalan dengan menurunnya laba sebelum beban pajak penghasilan.

Tabel Laba Bersih Tahun Berjalan
Table of Net Income for The Year

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Laba Sebelum Beban Pajak Penghasilan	93,360	176,137	(82,777)	(47.00%)	Income Before Income Tax Expense
Beban Pajak Penghasilan - Neto	(14,278)	(40,047)	25,769	(64.35%)	Income Tax Expense - Net
Laba Bersih Tahun Berjalan	79,082	136,091	(57,009)	(41.89%)	Net Income for The Year

Adapun laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk pada tahun 2018 mencapai Rp79,08 miliar menurun 41,89% atau Rp57,01 miliar dibandingkan dengan tahun 2017 mencapai Rp136,09 miliar.

INCOME TAX (EXPENSES) - NET

In 2018, Bank Victoria's (expenses) benefits of income tax reached Rp14.28 billion, a decrease of 64.35% or Rp25.77 billion compared to Rp40.05 billion in 2017. The decrease was mainly due to the decrease in consolidated tax.

NET INCOME FOR THE YEAR

In 2018, Bank Victoria's net income for the year reached Rp79.08 billion, a decrease of 41.89% or Rp57.09 billion compared to Rp136.09 billion in 2017. The decrease was in line with the decrease in income before income tax expenses.

Income for the year attributable to equity holders of the parent entity in 2018 reached Rp79.08 billion, a decrease of 41.89% or Rp57.01 billion compared to that of 2017 which reached Rp136.09 billion.

Tabel Laba Tahun Berjalan Yang Dapat Diatribusikan
Table of Profit for The Year Attributable to Quity Holders

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Pemilik entitas induk	79,082	136,091	(57,009)	(41.89%)	Equity holders of the parent entity
Kepentingan nonpengendali	-	-	-	-	Non-controlling interest
Laba Tahun Berjalan yang Dapat Diatribusikan	79,082	136,091	(57,009)	(41.89%)	Profit for The Year Attributable to Quity Holders

(RUGI) PENGHASILAN KOMPREHENSIF LAIN, SETELAH PAJAK PENGHASILAN

Pada tahun 2018 penghasilan komprehensif lain tahun berjalan setelah pajak Bank Victoria mencapai Rp(119,41) miliar menurun 242.19% atau Rp203,40 miliar dibandingkan dengan tahun 2017 mencapai Rp83,98 miliar. Penurunan tersebut khususnya berasal dari pos-pos yang akan direklasifikasi ke laba rugi dari perubahan nilai wajar efek-efek yang tersedia untuk dijual.

OTHER COMPREHENSIVE (LOSS)/INCOME, NET OF INCOME TAX

In 2018, Bank Victoria's other comprehensive income for the year, net of income tax, reached Rp(119.41) billion, an decrease of 242.19% or Rp203.40 billion compared to Rp83.98 billion in 2017. The decrease was particularly due to items that would be reclassified to profit or loss from changes in fair value of available-for-sale marketable securities.

Tabel Penghasilan Komprehensif lain, setelah pajak penghasilan
Table of Other Comprehensive Income, net of income tax

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Penghasilan Komprehensif Lain					Other Comprehensive Income
Pos-pos yang akan direklasifikasi ke laba rugi					Items that would be reclassified
Perubahan nilai wajar efek-efek yang tersedia untuk dijual	(165,420)	111,997	(277,417)	(247.70%)	Items that would be reclassified to profit or loss
Pajak tangguhan terkait	37,476	(27,999)	9,477	33.85%	Related income tax
(Rugi)/penghasilan komprehensif lain - neto setelah pajak	(127,944)	83,998	(211,942)	(252.32%)	Other comprehensive (loss)/income - net of tax
Pos-pos yang tidak akan direklasifikasi ke laba rugi					Items that would never be reclassified to profit or loss
Pengukuran kembali atas liabilitas imbalan kerja	10,569	(1,773)	12,342	(696.11%)	Remeasurements on employee benefit liabilities
Pajak tangguhan terkait	(2,043)	1,760	(3,803)	(216.08%)	Related income tax
Penghasilan komprehensif lain - setelah pajak	8,526	(14)	8,540	(61000.00%)	Other Comprehensive - Net of Tax
(Rugi)/Penghasilan Komprehensif Lain Tahun Berjalan, Setelah Pajak Penghasilan	(119,418)	83,984	(203,402)	(242.19%)	Other Comprehensive (Loss)/Income - Net of Tax
Jumlah (Rugi) Penghasilan Komprehensif	(40,336)	220,075	(260,411)	(118.33%)	Other Comprehensive (Loss)/Income, Net of Income Tax

Adapun (rugi)/laba komprehensif tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk pada tahun 2018 mencapai (Rp40,33) miliar menurun 118,33% atau Rp260,41 miliar dibandingkan dengan tahun 2017 mencapai Rp220,08 miliar. Sedangkan laba komprehensif tahun berjalan yang dapat diatribusikan kepada kepentingan non pengendali pada tahun 2018 mencapai Rp(2) juta, menurun 300,00% atau Rp3 juta dibandingkan dengan tahun 2017 mencapai Rp1 juta.

As for comprehensive (loss)/income for the year attributable to equity holders of the parent entity in 2018 reached (Rp40.33) billion, a decrease by 118.33% or Rp260.41 billion compared to that of 2017 reaching Rp220.08 billion. While, comprehensive income for the year attributable to non-controlling interest in 2018 reached Rp(2) million, a decrease of 300.00% or Rp3 million compared to that of 2017 which reached Rp1 million.

Tabel (Rugi)/Laba Komprehensif Tahun Berjalan Yang Dapat Diatribusikan
Table of Comprehensive (loss)/income Attributable

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Pemilik entitas induk	(40,334)	220,074	(260,408)	(118.33%)	Equity holders of the parent entity
Kepentingan nonpengendali	(2)	1	(3)	(300.00%)	Non-controlling interest
(Rugi)/Laba Komprehensif Tahun Berjalan Yang Dapat Diatribusikan	(40,336)	220,075	(260,411)	(118.33%)	Comprehensive (loss)/income Attributable

LABA PER SAHAM

Pada tahun 2018 laba per saham Bank Victoria mencapai Rp9,12 menurun 41,87% atau Rp6,57 dibandingkan dengan tahun 2017 mencapai Rp15,69. Penurunan laba per saham sejalan dengan penurunan laba Bank Victoria.

EARNINGS PER SHARE

In 2018, Bank Victoria's earnings per share reached Rp9.12, a decrease of 41.87% or Rp6.57 compared to Rp15.69 in 2017. The decrease in earnings per share was in line with Bank Victoria's decrease in income.

Tabel Laba Per Saham
Table of Earnings Per Share

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk untuk perhitungan laba per saham dasar dan dilusian	79,081,642	136,090,302	(57,008,660)	(41.89%)	Profit for the year attributable to equity holders of the parent company to be accounted for basic and diluted earnings per share
Jumlah rata-rata tertimbang saham biasa untuk perhitungan laba per saham dasar	8,671,048	8,671,048	0	0.00%	Weighted-average common stock for computation of basic earnings per share
Jumlah rata-rata tertimbang saham biasa untuk perhitungan laba per saham dilusian	8,671,048	8,671,048	0	0.00%	Weighted-average common stock for computation of diluted earnings per share
Laba per saham dasar (dalam Rupiah Penuh)	9.12	15.69	(7)	(41.87%)	Basic earnings per share (in full amount)
Laba per saham dasar dilusian (dalam Rupiah Penuh)	9.12	15.69	(7)	(41.87%)	Diluted earnings per share (in full amount)
Laba Bersih Tahun Berjalan	79,082	136,091	(57,009)	(41.89%)	Net Income for The Year

LAPORAN ARUS KAS KONSOLIDASIAN

Dengan arus kas operasi yang kuat, Bank Victoria memiliki posisi solid untuk tumbuh di masa depan. Hal tersebut tercermin dalam pengungkapan dalam arus kas sebagai berikut.

CONSOLIDATED STATEMENTS OF CASH FLOWS

With strong operating cash flows, Bank Victoria has a solid position to grow in the future. This is reflected in the following disclosures of cash flows.

Tabel Laporan Arus Kas Konsolidasian
Table of Consolidated Statements of Cash Flows

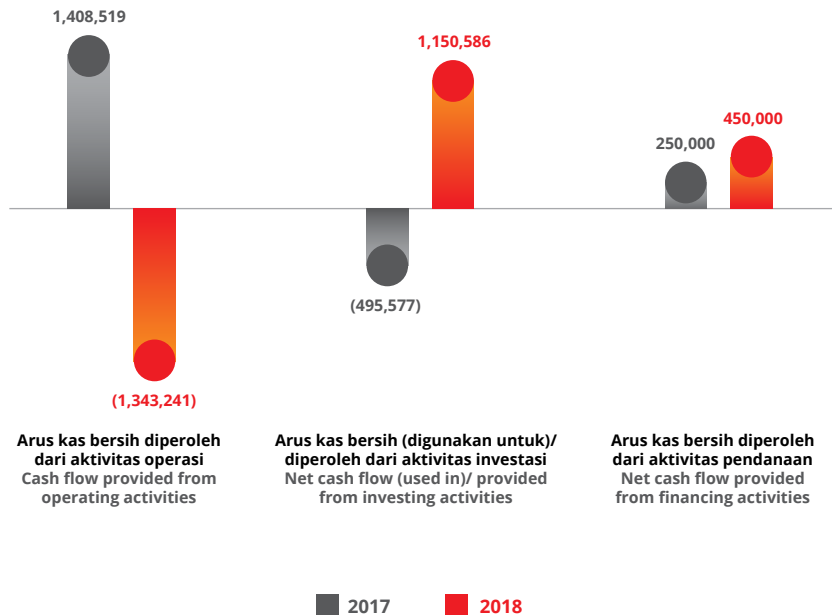
(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
ARUS KAS DARI AKTIVITAS OPERASI					CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan dari pendapatan bunga dan syariah dan komisi	2,276,206	2,253,681	22,525	1.00%	Receipt from interest income and sharia and commission income
Pembayaran bunga dan syariah	(1,820,179)	(1,828,324)	8,145	(0.45%)	Payment of interest and sharia expense
Penerimaan operasional lainnya	319,729	417,587	(97,858)	(23.43%)	Receipt from other operating income
Penerimaan dari penjualan agunan yang diambil alih	79,396	215,663	(136,267)	(63.19%)	Receipt from sale of foreclosed collaterals
Pembayaran beban umum dan administrasi	(141,049)	(136,852)	(4,197)	3.07%	Payment of general and administrative expenses
Pembayaran beban tenaga kerja	(185,326)	(176,968)	(8,358)	4.72%	Payment of personnel expenses
Pembayaran beban operasional lainnya	(52,717)	(20,583)	(32,134)	156.12%	Payments of other operating expenses
Penerimaan pendapatan non-operasional lainnya	93,934	53,324	40,610	76.16%	Income received of non-operating

Uraian	2018	2017	Pertumbuhan / Growth		Description
			Rp	%	
Pembayaran pajak penghasilan	(39,086)	(46,062)	6,976	(15.14%)	Payment of income tax
Laba operasi sebelum perubahan dalam aset dan kewajiban operasi	530,908	731,466	(200,558)	(27.42%)	Changes in operating assets and liabilities
(Kenaikan)/penurunan dalam aset operasi					(Increase)/decrease in operating asset
Pinjaman yang diberikan	(745,419)	(1,689,287)	943,868	(55.87%)	Loans
Efek-efek yang dibeli dengan janji dijual kembali	(100,011)	-			Securities purchased under resale agreements
Beban dibayar di muka	202	(1,353)	1,555	(114.93%)	Prepaid expenses
Aset yang diambil alih	(817,570)	181,893	(999,463)	(549.48%)	Foreclosed assets
Aset lain-lain	(109,243)	(163,450)	54,207	(33.16%)	Other assets
Kenaikan/(penurunan) dalam kewajiban operasi:					Increase/(decrease) on:
Liabilitas segera	(120)	1,122	(1,242)	(110.70%)	Obligations due immediately
Simpanan nasabah	(138,646)	1,310,448	(1,449,094)	(110.58%)	Deposits from customers
Simpanan dari bank lain	(431,031)	844,355	(1,275,387)	(151.05%)	Deposits from other banks
Utang pajak lainnya	2,373	(1,724)	649	37.65%	Other tax payables
Efek-efek yang dibeli dengan janji dijual kembali	1,302,664	(101,621)	1,404,285	(1381.88%)	Securities sold under repurchase agreements
Liabilitas lain-lain	220	182	38	20.88%	Other liabilities
Dana syirkah temporer	62,432	296,489	(234,057)	(78.94%)	Temporary syirkah funds
Arus kas bersih diperoleh dari aktivitas operasi	(1,343,241)	1,408,519	(2,751,760)	(195.37%)	Cash flow provided from operating activities
ARUS KAS DARI AKTIVITAS INVESTASI					CASH FLOWS FROM INVESTING ACTIVITIES
Hasil penjualan aset tetap	913	12,406	(11,493)	(92.64%)	Proceeds from sale of fixed assets
Pembelian aset tetap	(28,228)	(9,385)	(18,843)	200.78%	Purchase of fixed assets
Pembelian aset tak berwujud	(5,453)	(3,348)	(2,105)	62.87%	Purchase of intangible assets
Pembelian efek-efek	1,183,355	(495,250)	1,678,605	(338.94%)	Purchase of marketable securities
Arus kas bersih (digunakan untuk)/diperoleh dari aktivitas investasi	1,150,586	(495,577)	1,646,163	(332.17%)	Net cash flow (used in)/ provided from investing activities
ARUS KAS DARI AKTIVITAS PENDANAAN					CASH FLOWS FROM FINANCING ACTIVITIES
Penambahan modal saham disetor di muka	-	100,000	(100,000)	(100.00%)	Proceeds from capital subscribed
Penerbitan obligasi	650,000	350,000	300,000	85.71%	Bonds issuance
Pelunasan jatuh tempo obligasi	(200,000)	(200,000)	0	0.00%	Bonds repayment
Arus kas bersih diperoleh dari aktivitas pendanaan	450,000	250,000	200,000	80.00%	Net cash flow provided from financing activities
(PENURUNAN)/KENAIKAN BERSIH KAS DAN SETARA KAS	257,346	1,162,942	(905,596)	(77.87%)	NET (DECREASE) / INCREASE OF CASH AND CASH EQUIVALENT
KAS DAN SETARA KAS PADA AWAL TAHUN	3,650,912	2,487,970	1,162,942	46.74%	CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR
KAS DAN SETARA KAS PADA AKHIR TAHUN	3,908,258	3,650,912	257,346	7.05%	CASH AND CASH EQUIVALENTS AT END OF YEAR

Grafik Laporan Arus Kas Graph of Statements of Cash Flows

(dalam jutaan Rupiah / in million Rupiah)



ARUS KAS DARI AKTIVITAS OPERASI

Selama tahun 2018, arus kas bersih diperoleh dari aktivitas operasi Bank Victoria sebesar (Rp1,34) triliun turun sebesar Rp2,75 triliun atau 195,37% dibandingkan dengan tahun 2017 sebesar Rp1,41 triliun. Penurunan tersebut khususnya berasal dari penurunan simpanan nasabah.

ARUS KAS DARI (UNTUK) AKTIVITAS INVESTASI

Selama tahun 2018, arus kas bersih yang digunakan untuk aktivitas investasi Bank Victoria sebesar Rp1,15 triliun naik sebesar Rp1,65 triliun atau 332,17% dibandingkan dengan tahun 2017 sebesar (Rp495,58) miliar. Peningkatan tersebut khususnya berasal dari pembelian efek-efek.

ARUS KAS DARI AKTIVITAS PENDANAAN

Selama tahun 2018, Arus kas bersih diperoleh dari aktivitas pendanaan Bank Victoria sebesar Rp450 miliar naik sebesar Rp200 miliar atau 80% dibandingkan dengan tahun 2017 sebesar Rp250 miliar. Peningkatan tersebut khususnya berasal dari penerbitan obligasi.

CASH FLOWS FROM OPERATING ACTIVITIES

Throughout 2018, Bank Victoria's net cash flows provided from operating activities amounted to Rp(1.34) trillion, a decrease of Rp2.75 trillion or 195.37%, compared to Rp1.41 trillion in 2017. The decrease was particularly originating from the decrease in deposits from customers.

CASH FLOW FROM (FOR) INVESTING ACTIVITIES

Throughout 2018, Bank Victoria's net cash flows used in investing activities amounted to Rp1.15 trillion, an increase of Rp1.65 trillion or 332.17%, compared to Rp(495.58) billion in 2017. The increase was particularly originating from purchase of marketable securities.

CASH FLOWS FROM FINANCING ACTIVITIES

Throughout 2018, Bank Victoria's net cash flows provided from financing activities amounted to Rp450 million, an increase of Rp200 billion or 80%, compared to Rp250 billion in 2017. The increase was particularly originating from bonds issuance.

KEMAMPUAN MEMBAYAR UTANG DAN KOLEKTIBILITAS PIUTANG

KEMAMPUAN MEMBAYAR UTANG

Kemampuan Bank Victoria dalam memenuhi seluruh kewajiban baik kewajiban jangka panjang maupun jangka pendek diukur melalui beberapa rasio antara lain rasio likuiditas dan rasio solvabilitas. Bank Victoria senantiasa berkomitmen untuk memenuhi hak-hak kreditor dengan melakukan pembayaran pokok pinjaman dan bunganya secara tepat waktu. Rasio likuiditas digunakan untuk mengukur kemampuan melunasi kewajiban jangka pendek, sedangkan rasio solvabilitas digunakan untuk digunakan untuk mengukur kemampuan memenuhi seluruh kewajiban.

ABILITY TO PAY DEBTS AND RECEIVABLES COLLECTABILITY

SOLVENCY

Bank Victoria's ability to meet all liabilities, both long-term and short-term liabilities, is measured through several ratios, including liquidity ratio, solvency ratio, and profitability ratio. Bank Victoria is always committed to meeting the creditor rights by paying the loan principal and its interest in a timely manner. Liquidity ratio is used to measure the ability to pay short-term liabilities, while solvency ratio is used to measure the ability to meet all long-term liabilities.

Berikut ini adalah rasio keuangan untuk mengukur likuiditas dan solvabilitas Bank Victoria.

RASIO LIKUIDITAS

Untuk 2 (dua) rasio utama yaitu aset likuid terhadap total aset dan rasio aset likuid terhadap pendanaan jangka pendek, maka Bank pada posisi akhir tahun 2018 tetap berada di atas ambang batas yang ditentukan untuk rasio aset likuid terhadap total aset sebesar 26,45% dan untuk aset likuid terhadap pendanaan jangka pendek sebesar 35,12%. Khusus untuk rasio LFR, LFR pada kisaran 68-70% yang pada akhir tahun 2017 rasio LFR Bank Victoria sebesar 69,65% dan akhir tahun 2018 sebesar 72,32%.

RASIO SOLVABILITAS

Terkait dengan pencapaian rasio KPMM, posisi akhir tahun 2018, Rasio KPMM mencapai 16,73% atau menurun dibandingkan dengan posisi akhir tahun 2017 yang sebesar 18,17%. Namun angka ini masih berada di atas ketentuan yang ditetapkan. Oleh karena itu permodalan Bank dapat dikatakan masih berada dalam kondisi yang cukup baik.

KEMAMPUAN MEMBAYAR UTANG DARI OBLIGASI YANG DITERBITKAN

Kemampuan membayar utang juga dapat tercermin berdasarkan peringkat dari efek-efek yang diterbitkan Bank Victoria yaitu Obligasi. Efek-efek yang diterbitkan secara rutin dinilai oleh lembaga pemeringkatan guna mendukung kelayakan efek. Kualitas efek sangat ditentukan oleh kemampuan perusahaan penerbit efek dalam membayar efeknya pada saat jatuh tempo dan kemampuannya membayar bunga atau kupon selama jangka waktu penerbitan efek tersebut. Obligasi diterbitkan dicatatkan di Bursa Efek Indonesia, Bank Victoria menggunakan Pefindo sebagai lembaga pemeringkat.

The following are financial ratios to measure liquidity and solvency of Bank Victoria.

LIQUIDITY RATIO

The Bank's 2 (two) main ratios, which are liquid asset to total assets and liquid asset to short-term financing ratios, at the position of end of 2018 remained above the threshold determined for liquid asset to total assets ratio of 26.45% and for liquid asset to short-term financing of 35.12%. Specifically for LFR ratio on the range of 68-70%, at the end of 2017, Bank Victoria's LFR ratio reached 69.65% and at end of 2018 reached 70.61%.

SOLVENCY RATIOS

In relation to CAR achievement, the position at end of 2018 of CAR ratio reached 17.23% or declined compared to that of position of end of 2017 of 18.17%. However, this figure is still above the determined provision. Therefore, the Bank's capital can be considered as in a considerably good condition.

THE ABILITY TO PAY DEBT FROM THE ISSUED BONDS

The ability to pay debt may also be reflected based on the rating of securities issued by Bank Victoria, which are Bonds. The securities issued routinely are assessed by rating agency in order to support the feasibility of the securities. The quality of securities is highly determined by the capability of the securities issuance company in paying the securities on the maturity date and its ability to pay interest or coupon throughout the issuance time period of the securities. Bonds issued are listed on Indonesia Stock Exchange, and Bank Victoria uses Pefindo as the rating agency.

Tabel Kemampuan Membayar Hutang dari Efek-Efek yang diterbitkan
Table of Ability to Pay Debt of the Issued Securities

Uraian	Peringkat / Score		Description
	2018	2017	
Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017	idA- oleh Pefindo	idA- oleh Pefindo	Bank Victoria Self Registration Bonds I Phase I Year 2017
Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017	idBBB oleh Pefindo	idBBB oleh Pefindo	Bank Victoria Subordinated Bonds I Phase I Year 2017
Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018	idA- oleh Pefindo	-	Bank Victoria Self Registration Bonds I Phase II Year 2018
Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018	idBBB oleh Pefindo	-	Bank Victoria Subordinated Bonds I Phase II Year 2018

Tabel Arti Peringkat
Table of Rating Definition

Uraian / Rating Agency	Peringkat / Score	Arti Peringkat / Rating Definition
	idA-	Obligor memiliki kapasitas yang kuat untuk memenuhi komitmen keuangan jangka panjangnya dibandingkan dengan obligor Indonesia lainnya. Namun, obligor agak lebih rentan terhadap efek buruk dari perubahan keadaan dan kondisi ekonomi dibandingkan obligor yang lebih tinggi. Tanda Minus (-) menunjukkan bahwa peringkat tersebut relatif lemah di masing-masing kategori peringkat. Obligor has strong capacity to meet the long term financial commitment compared to other Indonesian obligors. However, obligor is considerably more vulnerable to the adverse effect of condition change and economic condition compared to higher obligor. Minus sign (-) shows that the rating is relatively weak in the respective rating category.
	idBBB	Obligor dengan peringkat idBBB memiliki kapasitas yang relatif memadai untuk memenuhi komitmen keuangan jangka panjangnya terhadap obligor Indonesia lainnya. Namun, kondisi ekonomi buruk atau perubahan keadaan lebih cenderung mengarah pada kapasitas melemahnya obligor untuk memenuhi komitmen keuangannya. Obligor with idBBB rating has relatively adequate capacity to meet long term financial commitment to other Indonesian obligors. However, adverse economic condition or condition change tend to lead to the weakening capacity of obligor to meet its financial commitment.

RENTABILITAS BANK

Rasio keuangan pada tahun 2018 kinerjanya relatif menurun dibandingkan dengan kinerja rasio di tahun 2017. Rasio NIM sedikit menurun dari sebesar 2,13% di tahun 2017 menjadi sebesar 1,82% di tahun 2018. Penurunan ini terjadi karena pendapatan bunga kredit mengalami penurunan sebesar 0,4% yang disebabkan meningkatnya kredit bermasalah di tahun 2018. Terkait dengan rasio ROA dan ROE, bank Victoria mencapai ROA sebesar 0,33% dan ROE sebesar 3,41%.

BANK PROFITABILITY

Financial ratios of 2018 show performance that is relatively declining compared to the performance ratio in 2017. NIM ratio slightly decreased from 2.13% in 2017 to 2.00% in 2018. This decline occurred due to 0.4% decline in credit interest income caused by the increased of non-performing loans in 2018. In relation to ROA and ROE ratios, Bank Victoria reached 0.33% for ROA and 2.98% for ROE.

KOLEKTIBILITAS PIUTANG

Kolektibilitas piutang Bank diukur menggunakan indikator rasio pinjaman bermasalah (NPL). Di tahun 2017, kolektibilitas piutang Bank meningkat seiring membaiknya kualitas pinjaman, sebagaimana terlihat dari penurunan pada NPL *net* dari 2,32% di 2017 menjadi 1,90% di 2018.

Berdasarkan kolektibilitas sesuai peraturan Bank Indonesia, pinjaman yang dikelola Bank secara konsolidasian diklasifikasikan sebagai berikut.

RECEIVABLES COLLECTIBILITY

The Bank's receivables collectibility is measured using Non-Performing Loans (NPL) ratio indicator. In 2017, the Bank's receivables collectibility increased along with the improved quality of loans, as reflected by the decline in NPL *net* from 2.32% in 2017 to 1.90% in 2018.

Based on the collectibility according to Bank Indonesia regulation, loans managed by the Bank in a consolidated manner is classified as follows.

Tabel Kolektibilitas Pinjaman
Table of Receivables Collectibility

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018		2017		Description
	Pokok	Cadangan	Pokok	Cadangan	
Lancar	14,273,474	(30,118)	13,104,700	(30,204)	Current
Dalam perhatian khusus	1,542,876	(13,974)	2,223,800	(111,841)	Special Mention
Kurang lancar	14,010	(657)	39,977	(7,436)	Substandard
Diragukan	69,354	(20,133)	39,281	(6,507)	Doubtful
Macet	493,882	(225,943)	423,507	(98,589)	Loss
Jumlah	16,393,596	(290,825)	15,831,264	(254,577)	Total

STRUKTUR MODAL

KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL DAN DASAR PEMILIHANNYA

Tujuan utama dari kebijakan Bank atas kebijakan pengelolaan modal adalah untuk memastikan bahwa Bank memiliki modal yang kuat untuk mendukung strategi pengembangan ekspansi usaha Bank saat ini dan mempertahankan kelangsungan pengembangan di masa mendatang, dan untuk memenuhi ketentuan kecukupan permodalan yang ditetapkan oleh regulator serta memastikan agar struktur permodalan Bank telah efisien.

Bank menyusun Rencana Permodalan berdasarkan penilaian dari penelaahan atas kebutuhan kecukupan permodalan yang dipersyaratkan dan mengkombinasikannya dengan tinjauan perkembangan ekonomi terkini. Bank senantiasa akan menghubungkan tujuan keuangan dan kecukupan modal terhadap risiko melalui proses perencanaan modal, begitu pula dengan bisnis yang didasarkan pada permodalan dan persyaratan likuiditas Bank.

Kebutuhan permodalan Bank juga direncanakan dan didiskusikan secara rutin yang didukung dengan data analisis. Permodalan disusun oleh Direksi sebagai bagian dari Rencana Bisnis Bank dan disetujui oleh Dewan Komisaris. Perencanaan ini diharapkan akan memastikan tersedianya modal yang cukup dan terciptanya struktur permodalan yang optimal.

RINCIAN STRUKTUR MODAL

Bank telah melakukan perhitungan kecukupan modal berdasarkan ketentuan Bank Indonesia yang berlaku, di mana modal yang dimiliki diklasifikasikan dalam 2 Tier yaitu Modal Tier I & Modal Tier II. Bank mematuhi semua persyaratan modal yang ditetapkan oleh pihak eksternal sepanjang periode pelaporan, khususnya berkenaan dengan perhitungan Kewajiban Penyediaan Modal Minimum (KPMM) dan Aktiva Tertimbang Menurut Risiko (ATMR). Kewajiban penyediaan modal Bank dengan memperhitungkan risiko kredit, risiko operasional dan risiko pasar.

Tabel Struktur Permodalan
Table of Capital Structure

Uraian	2018	2017	Description
KONSOLIDASI			CONSOLIDATED
Modal			Capital
Tier I	2,572,774	2,705,546	Tier I
Tier II	705,918	475,908	Tier II
Jumlah Modal	3,278,692	3,181,454	Total Capital
ATMR untuk Risiko Kredit	18,197,050	15,672,643	Risk Weighted Assets for Credit Risk
ATMR untuk Risiko Operasional	1,110,702	1,110,702	Risk Weighted Assets for Operational Risk
ATMR untuk Risiko Pasar	263,683	510,186	Risk Weighted Assets for Market Risk
KPMM untuk risiko kredit dan risiko operasional	16.98%	18,96%	Capital Adequacy Ratio (CAR) with credit and operational risks
KPMM untuk risiko kredit, risiko operasional, dan risiko pasar	16.75%	18,40%	Capital Adequacy Ratio (CAR) with credit, operational and market risks
Rasio KPMM yang diwajibkan	8.00%	8,00%	Minimum Capital Adequacy Ratio required

CAPITAL STRUCTURE

MANAGEMENT POLICY ON CAPITAL STRUCTURE AND BASIS OF ITS SELECTION

The main objective of the Bank's capital management policy is aimed at ensuring that the Bank has strong capital to support the Bank's current business expansion strategy and to sustain future sustainable development, to fulfill the capital adequacy requirements set by the regulator, and to ensure that the Bank's capital structure is already efficient.

The Bank prepares a Capital Plan based on review and assessment on the required capital adequacy requirements and combines it with review on the latest economic development. The Bank will always connect the financial objective with capital adequacy to risk through capital planning process, as well as business based on capital and liquidity requirement of the Bank.

The requirement of Bank capital is also planned and discussed routinely supported by analysis data. Capital is prepared by the Board of Directors as part of the Bank's Business Plan and approved by the Board Commissioners. This planning is expected to assure the availability of adequate capital and the creation of optimum capital.

DETAILS ON CAPITAL STRUCTURE

The Bank has calculated the capital adequacy based on the applicable Bank Indonesia regulations, where the capital owned is classified in 2 Tiers, namely Tier I Capital & Tier II Capital. The Bank complies with all capital requirements stipulated by external parties throughout the reporting period, specifically related to the calculation of Minimum Capital Adequacy Ratio (CAR) and Risk Weighted Assets (RWA). The obligations of Bank's capital provision is by calculating credit risk, operational risk, and market risk.

Uraian	2018	2017	Description
BANK			BANK
Modal			Capital
Tier I	2,316,944	2,456,458	Tier I
Tier II	698,915	461,574	Tier II
Jumlah Modal	3,015,859	2,918,032	Total Capital
ATMR untuk Risiko Kredit	16,738,764	14,525,929	Risk Weighted Assets for Credit Risk
ATMR untuk Risiko Operasional	1,024,619	1,024,619	Risk Weighted Assets for Operational Risk
ATMR untuk Risiko Pasar	263,683	510,186	Risk Weighted Assets for Market Risk
KPMM untuk risiko kredit dan risiko operasional	16.98%	18.76%	Capital Adequacy Ratio (CAR) with credit and operational risks
KPMM untuk risiko kredit, risiko operasional, dan risiko pasar	16.73%	18.17%	Capital Adequacy Ratio (CAR) with credit, operational and market risks
Rasio KPMM yang diwajibkan	8.00%	8.00%	Minimum Capital Adequacy Ratio required

IKATAN MATERIAL INVESTASI BARANG MODAL

Selama tahun 2018, bank Victoria tidak melakukan ikatan material terkait dengan investasi barang modal.

MATERIAL COMMITMENT OF CAPITAL GOODS INVESTMENT

Throughout 2018, Bank Victoria did not commit any material commitment with capital goods investment.

INVESTASI BARANG MODAL

Investasi berupa Barang Modal (*Capital Expenditure*) merupakan aktivitas pengeluaran dana yang digunakan untuk membeli sejumlah aset tetap atau menambah nilai aset tetap yang diharapkan dapat memberikan nilai manfaat di masa depan.

CAPITAL GOODS INVESTMENT

Investment in the form of Capital Goods (*Capital Expenditure*) is an activity of fund expenditure used to buy a number of fixed assets or add the value of fixed assets that is expected to provide benefits in the future.

JENIS DAN NILAI INVESTASI BARANG MODAL

Investasi barang modal yang direalisasi pada tahun 2018 sebesar Rp24,16 miliar. Adapun rincian terkait nilai investasi barang modal diuraikan dalam tabel sebagai berikut.

TYPES AND VALUES OF CAPITAL GOODS INVESTMENTS

Capital goods investment realized in 2018 was Rp24.16 billion. The details related to the investment value of capital goods are described in the following table.

Tabel Penambahan Investasi Barang Modal
Table for Capital Goods Investment Addition

(dalam ribuan Rupiah / in thousand Rupiah)

Uraian	Nilai Investasi Tahun 2018 Investment Value in 2018	Description
Tanah dan bangunan	7,681,215	Land and buildings
Kendaraan bermotor	4,467,460	Vehicles
Mesin-mesin dan peralatan	2,980,552	Machinery and equipment
Perlengkapan dan perabotan kantor	834,441	Office furniture and equipment
Aset tetap dalam proses pembangunan	8,199,150	Assets under constructions
Total	24,162,818	Total

TUJUAN INVESTASI BARANG MODAL

Penambahan investasi barang modal tersebut bertujuan mendukung dan menunjang aktivitas operasional kegiatan Bank secara menyeluruh dalam memperkuat kegiatan usaha yang diharapkan mampu memberikan kontribusi yang besar dalam pengembangan dan pertumbuhan Bank ke depan.

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, DAN RESTRUKTURISASI HUTANG DAN MODAL

INVESTASI

Bank Victoria dan Entitas Anak melakukan investasi dalam efek-efek jangka pendek. Efek-efek yang dimiliki terdiri dari SBI, Surat Utang Negara, Surat Berharga Syariah Negara, obligasi korporasi, wesel jangka menengah, unit penyertaan reksadana, dan efek-efek pasar uang dan pasar modal lainnya. Rincian efek-efek yang dimiliki selama tahun 2018 dan 2017 disajikan sebagai berikut.

Tabel Efek-Efek
Table of Marketable Securities

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Description
Diperdagangkan			Trading
Reksadana	600,716	1,319,923	Mutual funds
Tersedia untuk Dijual			Available-for-sale
Surat Utang Negara	1,678,412	708,026	Government Promissory Notes
Obligasi korporasi	1,079,236	933,393	Corporate bonds
Surat Berharga Syariah Negara	162,789	1,371,119	Government Sharia Bonds
Wesel jangka menengah	100,000	100,000	Medium-term notes
Reksadana	99,747	141,507	Mutual funds
Sertifikat Bank Indonesia	-	892,136	Certificate of Bank Indonesia
	3,120,184	4,146,180	
Dimiliki hingga jatuh tempo			Hold to maturity
Reksadana	1,262,642	1,069,965	Mutual funds
Surat Utang Negara	1,174,458	349,796	Government Promissory Notes
Obligasi Korporasi	231,064	288,292	Corporate bonds
Wesel jangka menengah	185,436	205,436	Medium-term notes
	2,853,599	1,913,488	
Diukur pada biaya perolehan			At cost
Surat Berharga Syariah Negara	210,917	510,343	Government Sharia Bonds
Surat Berharga Syariah Korporasi	12,062	40,158	Corporate Sharia Bonds
	222,980	550,501	
Dikurangi			Less
Cadangan kerugian penurunan nilai	(72,957)	(32,309)	Allowance for impairment losses
Jumlah Bersih	6,724,521	7,897,783	Total - net

OBJECTIVE OF CAPITAL GOODS INVESTMENT

Additional capital goods investment aims to support the Bank's overall operational activity in strengthening the business activities that are expected to greatly contribute in the development and growth of the Bank in the future.

MATERIAL INFORMATION ON INVESTMENTS, EXPANSIONS, DIVESTMENTS, ACQUISITIONS, AND DEBT AND CAPITAL RESTRUCTURING

INVESTMENT

Bank Victoria and its Subsidiary invest in short-term marketable securities. The marketable securities consist of SBI, Government Promissory Notes, Government Sharia Bonds, corporate bonds, medium term notes, mutual fund investment units, and other money market and capital market securities. The details of securities owned in 2018 and 2017 are presented below.

EKSPANSI

Pada tahun 2018 Bank Victoria melakukan ekspansi dengan menambah 3 (tiga) kantor cabang.

EXPANSION

In 2018, Bank Victoria made expansion by adding 3 (three) branch offices.

Tabel Ekspansi

Table of Expansion

Uraian	2018	2017	Ekspansi	Description
Kantor Cabang	12	9	3	Branches

DIVESTASI

Bank Victoria tidak melakukan kegiatan divestasi sepanjang tahun 2018.

DIVESTMENT

Bank Victoria did not conduct any divestment activities throughout 2018.

AKUISISI

Bank Victoria tidak melakukan kegiatan akuisisi sepanjang tahun 2018.

ACQUISITION

Bank Victoria did not conduct any acquisition activities throughout 2018.

RESTRUKTURISASI HUTANG DAN MODAL

Bank Victoria tidak melakukan kegiatan restrukturisasi hutang dan modal sepanjang tahun 2018.

DEBT AND CAPITAL RESTRUCTURING

Bank Victoria did not conduct any debt and capital restructuring throughout 2018.

KOMITMEN DAN KONTINJENSI

Bank Victoria memiliki sejumlah komitmen dan kontinjensi yang material, sebagaimana dicantumkan dalam tabel berikut.

COMMITMENTS AND CONTINGENCIES

Bank Victoria has a number of material commitments and contingencies as listed in the following table.

Tabel Komitmen dan Kontinjensi

Table of Commitments and Contingencies

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Description
Komitmen			Commitments
Liabilitas komitmen			Commitment liabilities
Fasilitas pinjaman yang belum digunakan			Unused loans facilities
Pihak berelasi	(15,610)	(14,940)	Related parties
Pihak ketiga	(1,845,396)	(2,382,048)	Third parties
Liabilitas komitmen – neto	(1,861,006)	(2,396,989)	Commitment liabilities – net
Kontinjensi			Contingencies
Tagihan kontinjensi			Contingent receivables
Pendapatan bunga dalam penyelesaian – pihak ketiga	156,410	119,881	Interest receivables – third parties
Liabilitas kontinjensi			Contingent liabilities
Penerbitan jaminan dalam bentuk bank garansi			Issued bank guarantees
Pihak ketiga	(158)	(685)	Third parties
Pihak berelasi	(372,847)	(355,657)	Related parties
Kontinjensi – neto	(216,594)	(236,461)	Contingent – net
Jumlah liabilitas komitmen dan kontinjensi – neto	(2,077,600)	(2,633,449)	Total commitment and contingencies liabilities – net

PENCAPAIAN TARGET DAN TARGET KE DEPAN

PENCAPAIAN TARGET

Pencapaian kredit tahun 2018 adalah Rp15,16 triliun atau 85,68% dari target yang ditetapkan sebesar Rp17,69 triliun. Upaya pencapaian pertumbuhan portofolio kredit tetap dilakukan secara berkesinambungan dengan terus memantau pemenuhan *pipeline* dan pengefektifan proses kredit yang prudent, dalam hal ini melalui sentralisasi proses kredit, perubahan struktur organisasi dan mengoptimalkan pemakaian *outstanding* fasilitas.

Realisasi Dana Pihak Ketiga per Desember 2018 sebesar Rp20,60 triliun atau mencapai 94,14% dari target sebesar Rp21,88 triliun. Untuk meningkatkan proporsi CASA cabang melakukan berbagai *customer event* seperti pameran, bazar, *office to office* dalam rangka peningkatan produk VIP *Safe*, mempromosikan kemudahan fitur IBMB dan mendapatkan nasabah baru. Hal ini dilakukan guna menurunkan biaya *cost of fund* dan meningkatkan total DPK.

Secara umum rencana bisnis tahun 2018 belum dapat memenuhi target yang ditetapkan dikarenakan tekanan ekonomi makro yang berdampak pada seluruh industri yang dalam hal ini mempengaruhi kemampuan bayar debitur. Dalam hal pertumbuhan ekonomi, hal ini juga memberi dampak pada lambatnya pertumbuhan akibat dari industri yang tidak melakukan ekspansi sehingga pertumbuhan bisnis tidak maksimal, namun demikian Bank tetap berupaya untuk memenuhi target tersebut melalui strategi bisnis yang terarah.

Bank berupaya meningkatkan pencapaian realisasi target dengan fokus pada kegiatan *training in house* yang melibatkan tenaga pengajar internal ataupun eksternal serta dengan mengikutsertakan karyawan pada kegiatan training publik, seminar ataupun *workshop*.

TARGET ACHIEVEMENT AND FUTURE TARGETS

TARGET ACHIEVEMENT

The credit achievement in 2018 was Rp15.16 trillion or 85.68% of the target set at Rp17.69 trillion. Efforts to achieve credit portfolio growth were still carried out on an ongoing basis by continuing to monitor the fulfillment of the pipeline and effectiveness of prudent credit process, in this case through centralizing the credit process, changing organizational structure, and optimizing the use of outstanding facilities.

Realization of Third Party Deposits as of December 2018 was Rp20.60 trillion or reached 94.14% of the target of Rp21.88 trillion. To increase CASA proportion, branch offices conducted various customer events such as exhibitions, bazaars, office to office in order to increase VIP Safe products, promote the ease of IBMB features, and get new customers. This was conducted in order to reduce the cost of fund and increase total third-party deposits.

In general, the business plan for 2018 was not able to meet the target set due to macroeconomic pressures that had an impact on all industries, which in this case affected debtor's repayment ability. In terms of economic growth, this also had an impact on the slow growth due to industries that did not expand, therefore, business growth was not optimal, however, the Bank continued to strive to meet these targets through a directed business strategy.

The Bank sought to improve the achievement of target realization by focusing on in-house training activities involving internal or external teaching staff and by including employees in public training activities, seminars, or workshops.

Tabel Perbandingan Rencana Bisnis Bank dan Realisasi 2018

Table of Comparison of Bank Business Plan and Realization in 2018

(dalam miliar Rupiah, Bank saja / in billion Rupiah, Bank only)

Uraian	2018	RBB 2018	Pencapaian Achievement	Description
Ringkasan Neraca			Statement Summary	
Total Aset	28,349	30,500	92.95%	Total Assets
Penempatan pada Bank Indonesia	1,616	2,744	58.89%	Placements with Bank Indonesia
Surat Berharga	6,388	7,609	83.95%	Securities
Kredit yang diberikan	15,159	17,692	85.68%	Loans
Penyertaan	302	365	82.74%	Investments
Aset yang diambil alih	941	130	723.85%	Foreclosed assets
Komponen Aset lainnya	3,943	1,960	201.17%	Other Components of Asset
Total Liabilitas	25,532	27,430	93.08%	Total Liabilities
Total dana pihak ketiga	20,595	21,876	94.14%	Total third party funds
Giro	635	479	132.57%	Demand Deposits
Tabungan	2,713	4,312	62.92%	Savings Deposits
Deposito	17,247	17,085	100.95%	Deposits
Surat berharga yang diterbitkan	1,586	1,583	100.19%	Securities issued
Komponen Liabilitas Lainnya	3,351	3,971	84.39%	Other Components of Liability
Total Ekuitas	2,817	3,070	91.76%	Total Equity

Uraian	2018	RBB 2018	Pencapaian Achievement	Description
Modal disetor & Tambahan Modal Disetor	1,079	1,150	93.83%	Paid-in capital & Additional Paid-in Capital
Akumulasi Laba/(Rugi)	1,251	1,423	87.91%	Accumulated Gain/(Loss)
Komponen Ekuitas Lainnya	487	497	97.99%	Other Components of Equity
Ringkasan Laba/(Rugi)				Summary of Profit/(Loss)
Pendapatan Bunga - Bersih	399	560	71.25%	Interest Income - Net
Pendapatan dan Beban Operasional selain bunga	(404)	(327)	123.55%	Operating Income and Expenses other than interest
Laba/(Rugi) Operasional	(6)	233	(2.58%)	Income/(Loss) from operations
Pendapatan Non Operasional - Bersih	98	27	362.96%	Non-Operating Income - Net
Laba Sebelum Taksiran Pajak Penghasilan	92	260	35.38%	Income Before Estimated Income Tax
Taksiran Pajak Penghasilan Tahun Berjalan	(14)	(57)	24.56%	Current Year Estimated Income Tax
Laba/(Rugi) Sesudah Taksiran Pajak Penghasilan	79	203	38.92%	Profit/(Loss) After Estimated Income Tax

TARGET KE DEPAN

Manajemen Bank Victoria telah menyusun rencana untuk tahun 2019 dengan mempertimbangkan kondisi ekonomi saat ini dan proyeksi perekonomian baik dari segi makro maupun mikro.

FUTURE TARGETS

Bank Victoria's management has compiled the plan for 2019 by considering the current economic conditions and economic projections, both macro and micro.

Tabel Proyeksi 2019

Table of 2019 Projection

(dalam miliar Rupiah / in billion Rupiah)

Uraian	Proyeksi 2019 2019 Projection	Description
Ringkasan Neraca		
Total Aset	29,350	Total Assets
Penempatan pada Bank Indonesia	1,702	Current Accounts in Bank Indonesia
Surat Berharga	7,921	Securities
Kredit yang diberikan	16,839	Loans
Penyertaan	585	Investment
Aset yang diambil alih	486	Foreclosed assets
Komponen Aset lainnya	1,816	Other Components of Asset
Total Liabilitas	26,261	Total Liabilities
Total dana pihak ketiga	22,157	Total third party funds
Giro	1,416	Demand Deposits
Tabungan	3,467	Savings Deposits
Deposito	17,274	Deposits
Surat berharga yang diterbitkan	1,091	Securities issued
Komponen Liabilitas Lainnya	3,014	Other Components of Liability
Total Ekuitas	3,089	Total Equity
Modal disetor & Tambahan Modal Disetor	1,180	Paid-in capital & Additional Paid-in Capital
Akumulasi Laba/(Rugi)	1,387	Accumulated Gain/(Loss)
Komponen Ekuitas Lainnya	522	Other Components of Equity
Ringkasan Laba/(Rugi)		
Pendapatan Bunga - Bersih	496	Interest Income - Net
Pendapatan dan Beban Operasional selain bunga - Bersih	(361)	Operating Income and Expenses other than interest
Laba/(Rugi) Operasional	135	Income/(Loss) from operations
Pendapatan/(Beban) Non Operasional - Bersih	51	Non-Operating Income - Net
Laba/(Rugi) Sebelum Taksiran Pajak Penghasilan	186	Income Before Estimated Income Tax
Taksiran Pajak Penghasilan Tahun Berjalan	(41)	Current Year Estimated Income Tax
Laba/(Rugi) Sesudah Taksiran Pajak Penghasilan	144	Profit/(Loss) After Estimated Income Tax

ASUMSI DALAM MENYUSUN PROYEKSI

Dalam menyusun rencana bisnis Bank digunakan asumsi makro dan mikro dengan memperhatikan kondisi perekonomian saat ini dan perkiraan kondisi perekonomian di masa depan yang diperkirakan akan dan masih dipengaruhi oleh kondisi ekonomi keuangan global dan kebijakan ekonomi pemerintah.

Perkembangan realisasi asumsi dasar ekonomi makro 2019-2021, dan proyeksi di tahun 2019 disajikan sebagai berikut

Tabel Asumsi Makro Ekonomi
Table of Macro Economic Assumption

Indikator Makro Ekonomi Macro Economic Indicators	APBN 2019 *) State Budget 2019 *)	Outlook BI 2019**)	Outlook OJK 2019 ***)	Riset Perbankan ****) Banking Research *****)
Pertumbuhan Ekonomi (%)	5.3%	5.1%	5.2%	5.2%
Inflasi (%)	3.5%	3.5% (±1%)	3.5% (±1%)	4.5%
Kurs (Rp/USD)	Rp15,000	Rp15,200	-	-
Suku Bunga SPN 3 Bulan (%)	5.3%	-	-	-
Harga Minyak ICP (USD/Barel)	70	-	-	-
Lifting Minyak (ribu barel/hari)	775	-	-	-
Lifting Gas (mboepd)	1.250	-	-	-
Pertumbuhan Kredit	-	-	10%-12%	11%-13%
Pertumbuhan DPK	-	-	7%-9%	7%-9%

*) Sumber: Kementerian Keuangan Republik Indonesia
 **) Sumber: Bank Indonesia
 ***) Sumber: Otoritas jasa Keuangan
 *****) Sumber: Riset Industri Perbankan oleh Harian Kontan

ASSUMPTIONS IN PREPARING PROJECTIONS

In drafting the Bank's business plan, macro and micro assumptions are used by considering the current economic condition and future economic condition forecast which are expected to be and still be influenced by the global financial economic condition and government economic policy.

The development of 2019-2021 macro economic basic assumption realization and projection in 2019 are presented as follows.

Berdasarkan asumsi makro dan mikro ekonomi tersebut di atas maka asumsi-asumsi suku bunga yang menyertai proyeksi keuangan 2019-2021 adalah sebagai berikut.

Based on the above macro and micro economic assumption, the interest rate assumptions accompanying the 2019-2021 financial projection are as follows.

Tabel Asumsi Suku Bunga
Table of Interest Rate Assumption

Asumsi Suku Bunga RBB Bank Bank's RBB Interest Rate Assumptions	2019	2020	2021
Aset Assets			
Penempatan pada BI Placements with BI	4.50% - 5.50%	4.50% - 5.50%	4.50% - 5.50%
Penempatan pada Bank Lain Placements with Other Banks	6.00% - 7.00%	6.00% - 7.00%	6.00% - 7.00%
Obligasi Bonds	6.50% - 7.50%	6.50% - 7.50%	6.50% - 7.50%
Kredit yang Diberikan Lending	9.00% - 13.50%	8.50% - 13.50%	8.00% - 13.50%
Liabilitas Liabilities			
Giro Demand Deposits	3.00% - 3.50%	2.75% - 3.25%	2.50% - 3.00%
Tabungan Savings Deposits	4.00% - 5.00%	3.75% - 4.75%	3.50% - 4.50%
Deposito Time Deposits	7.00% - 8.60%	6.50% - 7.80%	6.50% - 7.60%
Simpanan pada Bank Lain Deposit in Other Banks	6.50% - 7.50%	6.50% - 7.50%	6.50% - 7.50%
Obligasi Bonds	9.00% - 12.00%	9.00% - 12.00%	9.00% - 12.00%

INFORMASI DAN FAKTA MATERIAL SETELAH TANGGAL LAPORAN AKUNTAN

INFORMASI MATERIAL SETELAH TANGGAL LAPORAN KEUANGAN

Berdasarkan Berita Acara Rapat Umum Luar Biasa para Pemegang Saham PT Bima Multi Finance tertanggal 12 November 2018 dan Akta Notaris No.19 tanggal 12 Maret 2019 yang dibuat dihadapan Drs. Wijanto Suwongso, SH., Notaris di Jakarta, Bank dan beberapa kreditur lainnya telah menyetujui konversi pinjaman jangka panjang dan Medium Term Notes (MTN) PT Bima Multi Finance menjadi saham dengan nilai konversi Rp500 per lembar saham (nilai Rupiah penuh). Perubahan ini telah diterima dan dicatat di dalam database Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat No. AHU-AH.01.03-0151322 tanggal 15 Maret 2019. Melalui proses konversi ini, Bank memiliki persentase kepemilikan sebesar 39,97% di PT Bima Multi Finance.

INFORMASI DAN FAKTA MATERIAL SETELAH TANGGAL LAPORAN AKUNTAN DAN DAMPAKNYA

Bank Victoria tidak memiliki kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang.

KEBIJAKAN, PENGUMUMAN DAN PEMBAYARAN DIVIDEN

KEBIJAKAN DIVIDEN

Kebijakan dividen Bank Victoria sesuai dengan Anggaran Dasar Bank mengatur bahwa besaran dividen disesuaikan dengan kemampuan Bank dan didasarkan pada keputusan RUPS, dengan mempertimbangkan kondisi keuangan dan tingkat kesehatan Bank, serta seluruh peraturan yang relevan di bidang perbankan.

PENGUMUMAN DAN PEMBAYARAN DIVIDEN

Pada tahun buku 2016-2017, dengan mempertimbangkan kondisi internalnya dan sesuai keputusan pemegang saham dalam RUPS, Bank Victoria tidak mendistribusikan dividen kepada pemegang saham. Hal tersebut dalam rangka meningkatkan struktur permodalan bank. Sedangkan penggunaan Laba Bersih Bank Victoria Tahun Buku 2018 akan diputuskan dalam RUPS pada tahun 2019.

Tabel Pengumuman dan Pembayaran Dividen Tahun Buku 2016-2017
Table of Announcement and Payment of Dividend for 2016-2017 Fiscal Years

Uraian	Tahun Buku 2017 / 2017 Fiscal Year	Tahun Buku 2016 / 2016 Fiscal Year	Description
Laba Bersih (Rp)	131.387.618.296	100.360.475.499	Net Income (Rp)
Dividen (Rp)	-	-	Dividend (Rp)
Dividen Kas Per Saham (Rp)	-	-	Dividend per Share (Rp)
Dividend Pay Out Ratio (%)	-	-	Dividend Pay Out Ratio (%)
Tanggal Pengumuman	18 Mei 2018	16 Juni 2017	Announcement date
Tanggal Pembayaran	-	-	Payment Date

INFORMATION AND MATERIAL FACTS SUBSEQUENT TO ACCOUNTING REPORTING DATE

MATERIAL INFORMATION SUBSEQUENT TO THE ACCOUNTANT'S REPORTING DATE

Based on the Minutes of Extraordinary General Meeting of Shareholders of PT Bima Multi Finance dated on 12 November 2018 and Notary Deed No. 19 dated 12 March 2019 made before Drs. Wijanto Suwongso, S.H., Notary in Jakarta, the Bank and several other creditors approved the conversion of long-term loans and Medium Term Notes (MTN) of PT Bima Multi Finance to shares with conversion rate of Rp500 per share (full Rupiah value). The conversion was accepted and recorded in the database of Legal Entities Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia under the Letter No. AHU-AH.01.03-0151322 dated 15 March 2019. Through this conversion process, the Bank has an ownership percentage of 39.97% at PT Bima Multi Finance.

MATERIAL INFORMATION AND FACTS SUBSEQUENT TO THE ACCOUNTANT'S REPORTING DATE AND ITS IMPACT

Bank Victoria does not have any important events after the accountant's reporting date including its impact on future performance and business risks.

POLICIES, ANNOUNCEMENT, AND PAYMENT OF DIVIDENDS

DIVIDEND POLICY

Bank Victoria's dividend policy in accordance with the Bank's Articles of Association regulates that the dividend amount is adjusted to the Bank's capability and based on GMS resolutions, by considering the Bank's financial condition and sound level, as well as all relevant banking regulations..

ANNOUNCEMENT AND PAYMENT OF DIVIDENDS

In 2016-2017 fiscal years by considering its internal condition and according to shareholders' resolutions in the GMS, Bank Victoria did not distribute dividend to the shareholders. This is in order to improve the Bank's capital structure. While the use of Bank Victoria's Net Income for the 2018 Fiscal Year will be decided at the GMS in 2019.

PENGUNAAN LABA BERSIH TAHUN BUKU 2017

Menyetujui penetapan penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2017 sebesar Rp131.387.618.296 (seratus tiga puluh satu miliar tiga ratus delapan puluh tujuh juta enam ratus delapan belas ribu dua ratus sembilan puluh enam Rupiah) dan oleh karena masih diperlukan dan untuk pengembangan usaha Perseroan, maka laba bersih tahun buku 2017 tersebut diusulkan untuk dipergunakan sebagai berikut:

1. Sebesar Rp25.000.000.000 (dua puluh lima miliar Rupiah) dibukukan untuk pembentukan dana cadangan umum guna memenuhi ketentuan pasal 70 Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas dan pasal 24 Anggaran Dasar Perseroan.
2. Sisanya sebesar Rp106.387.618.296 (seratus enam miliar tiga ratus delapan puluh tujuh juta enam ratus delapan belas ribu dua ratus sembilan puluh enam Rupiah) akan dibukukan sebagai laba ditahan.

PENGUNAAN LABA BERSIH TAHUN BUKU 2016

Menyetujui penetapan penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2016 sebesar Rp100.360.475.499 (seratus miliar tiga ratus enam puluh juta empat ratus tujuh puluh lima ribu empat ratus sembilan puluh sembilan Rupiah) dan laba bersih tahun buku 2016 tersebut dipergunakan sebagai berikut:

1. Sebesar Rp25.000.000.000 (dua puluh lima miliar Rupiah) dibukukan sebagai pembentukan dana cadangan umum, guna memenuhi ketentuan Pasal 70 Undang - Undang No. 40 Tahun 2007 tentang Perseroan Terbatas dan Pasal 24 Anggaran Dasar Perseroan.
2. Sisanya sebesar Rp75.360.475.499 (tujuh puluh lima miliar tiga ratus enam puluh juta empat ratus tujuh puluh lima ribu empat ratus sembilan puluh sembilan Rupiah) akan dibukukan sebagai laba ditahan.

PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN MANAJEMEN (ESOP/MSOP)

Selama tahun 2018 Bank Victoria belum dan tidak pernah memiliki program kepemilikan saham oleh karyawan dan manajemen (ESOP/MSOP). Hal itu sejalan dengan kebijakan internal Bank Victoria untuk mencegah perdagangan orang dalam.

USE OF NET INCOME FOR 2017 FISCAL YEAR

Approving the determination of use of Company's net income for fiscal year ended on 31 December 2017 of Rp131,387,618,296 (one hundred thirty one billion three hundred eighty seven million six hundred eighteen thousand two hundred ninety six Rupiah) and due to the Company still needs funds for business development, the 2017 fiscal year net income is proposed to be used as follows:

1. A total of Rp25,000,000,000 (twenty five billion Rupiah) was recorded as the formation of a general reserve fund to comply with the provisions of Article 70 of Law No. 40 of 2007 on Limited Liability Company, and Article 24 of the Company's Articles of Association.
2. The remaining of Rp106,387,618,296 (one hundred six billion three hundred eighty seven million six hundred eighteen thousand two hundred ninety six Rupiah) will be recorded as retained earnings.

USE OF NET INCOME FOR 2016 FISCAL YEAR

Approving the determination of use of Company's net income for fiscal year ended on 31 December 2016 of Rp100,360,475,499 (one hundred billion three hundred sixty million four hundred seventy five thousand four hundred ninety nine Rupiah) and the 2016 fiscal year net income is proposed to be used as follows:

1. A total of Rp25,000,000,000 (twenty five billion Rupiah) was recorded as the formation of a general reserve fund to comply with the provisions of Article 70 of Law No. 40 of 2007 on Limited Liability Company, and Article 24 of the Company's Articles of Association.
2. The remaining Rp75,360,475,499 (seventy five billion three hundred sixty million four hundred seventy five thousand four hundred ninety nine Rupiah) will be recorded as retained earnings.

EMPLOYEES AND MANAGEMENT SHARE OWNERSHIP PROGRAM (ESOP/MSOP)

Bank Victoria has not yet and has never carried out share ownership program for management and/or employee, which is in line with its internal policy to prevent insider trading.

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Sesuai dengan POJK Nomor 30/POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, Bank Victoria telah melaporkan Realisasi Penggunaan Dana Hasil Penawaran Umum sebagai berikut.

Tabel Pengumuman dan Pembayaran Dividen Tahun Buku 2016-2017
Table of Realization Report on Use of Public Offering Proceeds as of December 2018

No	Jenis Penawaran Umum / Type of Public Offering	Tanggal Efektif / Effective Dates	Nilai Realisasi Hasil Penawaran Umum Realization Value of Public Offering Proceeds		Rencana Penggunaan Dana Plan of the Use of Proceeds	Realisasi Penggunaan Dana / Realization of the Use of Proceeds		Sisa Hasil Penawaran Umum / Remaining of Public Offering Proceeds
			Jumlah Hasil Penawaran Umum / Total Public Offering Proceeds	Biaya Penawaran Umum / Public Offering Cost		Modal Kerja Dalam Rangka Pengembangan Usaha / Working Capital Related to Business Expansion	Total	
1	Penawaran Umum Berkelanjutan Obligasi Bank Victoria Tahap I	21 Juni 2017/ 6 Juni 2018	Rp300.000.000.000					
	II Tahun 2018 / Continuous Public Offering of Bank Victoria Continuous Bonds I Phase II Year 2018	21 June 2017/ 06 June 2018						
2	Penawaran Umum Berkelanjutan Obligasi Subordinasi Bank Victoria Tahap I	21 Juni 2017/ 6 Juni 2018	Rp350.000.000.000	Rp8.363.393.392	Rp641,636,606,608	Rp641,636,606,608	Rp641,636,606,608	0
	II Tahun 2018 / Continuous Public Offering of Bank Victoria Continuous Subordinated Bonds I Phase II Year 2018	21 June 2017/ 06 June 2018						
Jumlah / Total			Rp650.000.000.000	Rp8.363.393.392	Rp641,636,606,608	Rp641,636,606,608	Rp641,636,606,608	0

REALIZATION USE OF PUBLIC OFFERING PROCEEDS

In accordance with FSA Regulation (POJK) No. 30/POJK.04/2015 on the Realization Report on the Use of Public Offering Proceeds, Bank Victoria already reported its Realization Use of Public Offering Proceeds with the following information.

Adapun Perincian Biaya Emisi Hasil Penawaran Umum disajikan sebagai berikut.

Structure of Public Offering Issuance Cost is as follows.

Tabel Rincian Biaya Emisi Hasil Penawaran Umum
Table of Public Offering Issuance Cost Structure

No	Uraian	Jumlah	Nilai Emisi	Description
		(Rp)	(%)	
1	Biaya Jasa Penjaminan (<i>Underwriting Fee</i>)	357,500,000	4.27%	Underwriting Fee
2	Biaya Jasa manajemen Penawaran Umum (<i>Management Fee</i>)	6,435,000	76.94%	Management Fee
3	Biaya Jasa Penjualan (<i>Selling Fee</i>)	357,500,000	4.27%	Selling Fee
4	Biaya Jasa Profesi Penunjang Pasar Modal	376,000,000	4.50%	Capital Market Supporting Professional Services Fee
5	Biaya Jasa Lembaga Penunjang Pasar Modal	533,500,000	6.38%	Capital Market Supporting Institution Services Fee
6	Biaya Jasa Konsultasi Keuangan (<i>Financial Advisory Fee</i>)	-	0.00%	Financial Advisory Fee
7	Biaya Pendaftaran	171,600,00	2.05%	Registration Fee
8	Biaya Lainnya	132,293,392	1.59%	Other Fee
	Total	8,363,393,392	100.00%	Total

Dana Hasil Penawaran Umum Berkelanjutan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 telah habis terpakai untuk modal kerja dalam rangka pengembangan usaha di posisi Juni 2018 dan Laporan realisasi penggunaan dana sebagaimana telah disampaikan pada Otoritas Jasa Keuangan (OJK) sesuai surat No.010/DIR-EKS/07/18 tanggal 04 Juli 2018.

Proceeds of Continuous Public Offering of Bank Victoria Continuous Bonds I Phase II Year 2018 and Bank Victoria Continuous Subordinated Bonds I Phase II Year 2018 had all been used up for working capital related to business expansion as of June 2018 position and the Realization Report of the Use of Proceeds was submitted to the Financial Services Authority (FSA) pursuant to Letter No. 010/DIR-EKS/07/18 dated 04 July 2018.

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI

INFORMATION ON MATERIAL TRANSACTIONS CONTAINING CONFLICT OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTIES

TRANSAKSI BENTURAN KEPENTINGAN

CONFLICT OF INTEREST TRANSACTIONS

Berdasarkan Bapepam-LK No.IX.E.1, Benturan Kepentingan adalah perbedaan antara kepentingan ekonomis Perusahaan dengan kepentingan ekonomis pribadi anggota Direksi, anggota Dewan Komisaris, atau pemegang saham utama yang dapat merugikan Perusahaan dimaksud.

Pursuant to Indonesia Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) No. IX.E.1, Conflict of Interest is the difference between the Company's economic interest and the personal economic interest of members of the Board of Directors, members of the Board of Commissioners, or major shareholders that may harm the referred Company.

Sepanjang tahun 2018 Bank Victoria tidak memiliki transaksi material yang mengandung benturan kepentingan.

During 2018, Bank Victoria did not conduct any material transactions containing conflict of interest.

TRANSAKSI PIHAK AFILIASI

AFFILIATED PARTY TRANSACTIONS

Transaksi Afiliasi adalah transaksi yang dilakukan oleh perusahaan atau perusahaan terkendali dengan afiliasi dari perusahaan atau afiliasi dari anggota Direksi, anggota Dewan Komisaris, atau pemegang saham utama Perusahaan.

Affiliated Transactions are transactions conducted by the company or controlled company with affiliated of the company or affiliated of the members of the Board of Directors, members of the Board of Commissioners, or major shareholders of the Company.

PEMENUHAN PERATURAN DAN KETENTUAN TERKAIT

FULFILLMENT OF RELATED REGULATIONS AND PROVISIONS

Untuk memenuhi peraturan Bapepam-LK No.IX.E.1 butir 2 huruf b angka 3 dan huruf c angka 4, Lampiran keputusan Ketua Bapepam dan LK No KEP-412/BL/2009 tanggal 25 November 2009 tentang transaksi Afiliasi dan Benturan Kepentingan

In order to comply with the regulation of Bapepam-LK No. IX.E.1 item 2 letter b number 3 and letter c number 4, Appendix of the Decision of the Head of Bapepam and LK No. KEP-412/BL/2009 dated 25 November 2009 on Transactions

Transaksi tertentu, Bank Victoria telah melakukan pelaporan transaksi dengan pihak berelasi yang memenuhi kategori transaksi afiliasi. Seluruh transaksi Afiliasi telah dilaporkan pada Otoritas Jasa Keuangan (OJK).

with Affiliated Parties and Transactions Containing Conflict of Interest, Bank Victoria already reported transactions with related parties that fit the affiliated party transaction category. All affiliated transactions have been reported to the Financial Services Authority (FSA).

Tabel Transaksi Pihak Afiliasi
Table of Affiliated Party Transactions

Tanggal / Date	Nama Pihak / Name of Parties	Sifat Hubungan Afiliasi / Nature of Relationships	Jenis Transaksi/ Objek Transaksi / Type of Transactions/ Objects of Transactions	Alasan Dilakukannya transaksi / Reasons for Conducting Transactions	Realisasi Transaksi / Realization of Transactions
19 Februari 2018 19 February 2018	Bank Victoria dengan PT Studio One Between Bank Victoria and PT Studio One	• Debora Wahjutirto Tanoyo merupakan Komisaris pada Bank Victoria • PT Studio One dimiliki oleh Tri Daya Investindo Tbk sebesar 45,27% • PT Tri Daya Investindo Tbk dimiliki oleh PT Bhuwanatala Indah Permai sebesar 99,99% • PT Bhuwanatala Indah Permai Tbk dimiliki sahamnya oleh PT Safire Capital Ltd sebesar 71,49% • PT Safire Capital Ltd dimiliki sahamnya oleh Debora Wahjutirto Tanoyo sebesar 100% • Debora Wahjutirto Tanoyo was a Commissioner of Bank Victoria • Tri Daya Investindo Tbk owned 45.27% of PT Studio One • PT Bhuwanatala Indah Permai owned 99.99% of PT Tri Daya Investindo Tbk • PT Safire Capital Ltd owned 71.49% shares of PT Bhuwanatala Indah Permai Tbk • Debora Wahjutirto Tanoyo owned 100% of PT Safire Capital Ltd's shares	Sewa kamar Hotel Studio One Hotel booking at Hotel Studio One	Penginapan untuk karyawan dari kantor cabang Semarang yang mengikuti pelaksanaan training di Kantor Pusat Bank Victoria, Jakarta. Harga kamar yang sesuai dengan budget dibandingkan dengan hotel lainnya di kawasan Jalan Jendral Sudirman dan Bundaran HI, serta lokasi yang strategis karena terletak di daerah pusat kota sehingga memudahkan dalam hal transportasi Accommodation for employees from Semarang branch office attending training in Bank Victoria Head Office, Jakarta. The room rates were within the budget compared to those of other hotels on Jalan Jenderal Sudirman and HI roundabout areas; which is also a strategic location downtown offering easy access in terms of transportation.	Rp1.710.000
8 Juni 2018 08 June 2018	Bank Victoria dengan PT Victoria Sekuritas Indonesia Tbk Between Bank Victoria and PT Victoria Sekuritas Indonesia Tbk	• PT Victoria Sekuritas Indonesia dimiliki oleh PT Victoria Investama Tbk sebesar 99,50% • Bank Victoria memiliki sahamnya oleh PT Victoria Investama Tbk sebesar 45,43% • PT Victoria Investama Tbk owned 99.50% of PT Victoria Sekuritas Indonesia • PT Victoria Investama Tbk owned 45.43% shares of Bank Victoria	Perjanjian sewa menyewa antara Bank Victoria dengan PT Victoria Sekuritas Rental Agreement between Bank Victoria and PT Victoria Sekuritas	Meningkatkan sinergi dan cross selling antar Group Victoria sehubungan dengan rencana Bisnis Bank Victoria Tahun 2018 Improving synergy and cross-selling of Victoria Group in relation to Bank Victoria's Business Plan of 2018	Rp365.500.000
8 September dan 15 September 2018 8 September and 15 September 2018	Bank Victoria dengan PT Asri Kencana Gemilang. Between Bank Victoria and PT Asri Kencana Gemilang.	• Debora Wahjutirto Tanoyo merupakan Komisaris pada Bank Victoria • PT Asri Kencana Gemilang dimiliki oleh PT Bhuwanatala Indah Permai Tbk sebesar Rp99,99% • PT Bhuwanatala Indah Permai Tbk dimiliki sahamnya oleh PT Safire Capital Ltd sebesar 71,49% • PT Safire Capital Ltd dimiliki sahamnya oleh Debora Wahjutirto Tanoyo sebesar 100% • Debora Wahjutirto Tanoyo was a Commissioner for Bank Victoria • PT Bhuwanatala Indah Permai Tbk owned 99.99% of PT Asri Kencana Gemilang • PT Safire Capital Ltd owned 71.49% shares of PT Bhuwanatala Indah Permai Tbk • Debora Wahjutirto Tanoyo owned 100% shares of PT Safire Capital Ltd	Sewa Ruang Serba Guna Gedung BIP Rent on Multi-purpose Room of BIP Building	Sewa ruangan untuk pelaksanaan training. Biaya sewa untuk ruang meeting dengan biaya yang relatif lebih hemat dibandingkan dengan ruang meeting gedung lainnya yang berada di kawasan Jl. Jendral Gatot Subroto Rent for training room. The rental fee for the meeting room was relatively lower compared to rental fee for meeting rooms in other buildings within the area of Jl. Jendral Gatot Subroto	Rp20.200.000

KEWAJARAN DAN MEKANISME REVIEW TRANSAKSI

Transaksi afiliasi dengan nilai transaksi tidak melebihi 0,5% dari modal disetor Bank Victoria dan tidak melebihi jumlah Rp5.000.000.000 (lima miliar rupiah) wajib dilaporkan oleh Bank kepada Bapepam LK dan Bursa. Jika melebihi ketentuan tersebut maka transaksi yang tergolong dalam kategori transaksi afiliasi, mensyaratkan adanya laporan pendapat kewajaran (*fairness opinion*) atas transaksi yang disiapkan oleh penilai independen (Kantor Jasa Penilai Publik/KJPP).

Untuk Transaksi sewa Bank Victoria dengan PT Asri Kencana Gemilang (AKG) atas ruang perkantoran yang dimiliki oleh AKG yang terletak di gedung Graha BIP dengan nilai Rp29,89 miliar. Manajemen Bank telah menunjuk Kantor Jasa Penilai Publik Jennywati, Kusnanto dan rekan untuk memberikan pendapat sebagai penilai independen atas kewajaran transaksi sewa.

Mekanisme *review* transaksi menggunakan metode penilaian sebagaimana tertuang pada laporan Kantor Jasa Penilai Publik Jennywati, Kusnanto dan Rekan yang mendapatkan pendapat kewajaran (*fairness opinion*).

FAIRNESS OF AND TRANSACTION REVIEW MECHANISM

Affiliated party transactions with the amount not exceeding 0.5% of Bank Victoria's paid-up capital and not exceeding the amount of Rp5,000,000,000 (five billion rupiah) must be reported by the Bank to Bapepam LK and Stock Exchange and if the transactions fail to meet such requirements, they must obtain an opinion from Public Appraisal Office (KJPP).

For Bank Victoria's rental transaction with PT Asri Kencana Gemilang (AKG) for office space owned by AKG located in Graha BIP building with a value of Rp29.89 billion, the Bank's management appointed Jennywati, Kusnanto, dan rekan, Public Appraisal Services Office, to provide opinions as independent appraisers of the fairness of rental transaction.

The transaction review mechanism used the valuation method as stated in the report of Jennywati, Kusnanto, dan Rekan, Public Appraisal Services Office, and received a fairness opinion.

TRANSAKSI PIHAK BERELASI

Pihak-pihak berelasi adalah perusahaan dan perorangan yang mempunyai keterkaitan kepemilikan atau kepengurusan secara langsung maupun tidak langsung.

NAMA PIHAK DAN SIFAT HUBUNGAN BERELASI

Bank Victoria memiliki transaksi usaha yang signifikan dengan pihak-pihak berelasi. Pihak-pihak berelasi dan sifat hubungannya dengan Bank Victoria diuraikan sebagai berikut.

RELATED PARTY TRANSACTIONS

Related parties are companies and individuals that have ownership or management relationship either directly or indirectly.

NAME OF PARTIES AND NATURE OF RELATIONSHIP

Bank Victoria had significant business transactions with related parties. Related parties and the nature of their relationship with Bank Victoria are described as follows.

Tabel Sifat Hubungan Pihak Berelasi

Table of Nature of Relationships with the Related Parties

Pihak Berelasi Related Parties	Sifat dari Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
PT Victoria Investama Tbk	Pemegang saham / Shareholders	Simpanan nasabah / Deposits from customers
PT Victoria Sekuritas Indonesia	Dimiliki oleh pemegang saham / Owned by shareholders	Simpanan nasabah, pinjaman yang diberikan / Deposits from customers, loans
PT Victoria Insurance	Dimiliki oleh pemegang saham / Owned by shareholders	Simpanan nasabah, pinjaman yang diberikan, asuransi aset tetap / Deposits from customers, loans, fixed assets insurance
PT Magna Investama Mandiri Tbk	Dimiliki oleh pemegang saham / Owned by shareholders	Simpanan nasabah / Deposits from customers
PT Merak Energi Indonesia	Dimiliki oleh pemegang saham / Owned by shareholders	Simpanan nasabah / Deposits from customers
PT Sulfindo Adiusaha	Dimiliki oleh pemegang saham / Owned by shareholders	Simpanan nasabah / Deposits from customers
PT Padi Unggul Indonesia	Dimiliki oleh pemegang saham / Owned by shareholders	Simpanan nasabah / Deposits from customers
Grha Swahita	Dimiliki oleh pemegang saham / Owned by shareholders	Simpanan nasabah / Deposits from customers
PT BIP Tridaya Propertindo	Dimiliki oleh pemegang saham / Owned by shareholders	Pinjaman yang diberikan / Loans
PT Nata Patindo	Pemegang saham / Shareholders	Simpanan nasabah, pinjaman yang diberikan / Deposits from customers, loans
Suzanna Tanojo	Pemegang saham / Shareholders	Simpanan nasabah, pinjaman yang diberikan / Deposits from customers, loans
Christine Tanoyo	Pemegang saham / Shareholders	Simpanan nasabah, pinjaman yang diberikan / Deposits from customers, loans

Pihak Berelasi Related Parties	Sifat dari Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
Lokita Prasetya	Manajemen kunci entitas asosiasi / Key management of associated entity	Simpanan nasabah, pinjaman yang diberikan / Deposits from customers, loans
Iskandar Utina	Manajemen kunci entitas asosiasi / Key management of associated entity	Simpanan nasabah, pinjaman yang diberikan / Deposits from customers, loans
Peter Rulan Isman	Manajemen kunci entitas asosiasi / Key management of associated entity	Simpanan nasabah, pinjaman yang diberikan / Deposits from customers, loans
Rebecca Wahjutirto Tanoyo	Manajemen kunci entitas asosiasi / Key management of associated entity	Simpanan nasabah, pinjaman yang diberikan / Deposits from customers, loans
Yangky Halim	Manajemen kunci entitas asosiasi / Key management of associated entity	Simpanan nasabah, pinjaman yang diberikan / Deposits from customers, loans
Luciana Tanoyo	Hubungan keluarga dengan Suzanna Tanojo / Relative of Suzanna Tanojo	Simpanan nasabah, pinjaman yang diberikan / Deposits from customers, loans
Dewan Komisaris, Direksi dan Pejabat Eksekutif Grup / Board of Commissioners, Board of Directors, and Executive Officers of the Group	Manajemen dan karyawan kunci / Key management and personnel	Simpanan nasabah, pinjaman yang diberikan / Deposits from customers, loans
Dewan Komisaris, Direksi dan pejabat Eksekutif Entitas Asosiasi / The Board of Commissioners, the Board of Directors, and executive officers of Associated Entities	Manajemen dan karyawan kunci / Key management and personnel	Simpanan nasabah, pinjaman yang diberikan / Deposits from customers, loans

KEWAJARAN DAN ALASAN DILAKUKAN TRANSAKSI

Transaksi dengan pihak berelasi telah dilakukan secara wajar sesuai dengan kepentingan Bank (*Arm's Length Transaction*). Seluruh transaksi dengan pihak berelasi dilaksanakan atas dasar alasan kebutuhan usaha Bank Victoria serta ditujukan untuk meningkatkan kinerja Bank.

FAIRNESS IN AND REASONS FOR TRANSACTIONS

All transactions conducted in 2018 were done in Arm's Length and in accordance with normal commercial requirements. The fairness of transactions with related parties or containing conflict of interest has been conducted in a fair manner according to the laws and regulations. Transactions are conducted based on Bank Victoria's needs and free of any conflicts of interest.

REALISASI TRANSAKSI

Transaksi-transaksi dengan pihak-pihak berelasi adalah sebagai berikut

REALIZATION OF TRANSACTIONS

Transactions with related parties are as follows.

Tabel Realisasi Transaksi Pihak Berelasi
Table of Realization of Transactions with Related Parties

(dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Description
ASET			ASSETS
Pinjaman yang diberikan – bruto			Loans – net
Grha Swahita	24,300	27,499	Grha Swahita
PT Padi Unggul Indonesia	20,000	20,000	PT Padi Unggul Indonesia
PT BIP Tridaya Porpertindo	19,444	22,483	PT BIP Tridaya Porpertindo
PT Victoria Investama	7,498	7,313	PT Victoria Investama
PT Victoria Securities Indonesia	10	127	PT Victoria Securities Indonesia
Dewan Komisaris, Direksi, dan pejabat eksekutif Entitas Asosiasi	10,476	1,616	Boards of Commissioners, Directors, and executive officers of Associated Entity
Dewan Komisaris, Direksi, dan pejabat eksekutif Grup	2,602	8,961	Boards of Commissioners, Directors, and executive officers of Group
Jumlah pinjaman yang diberikan – neto	84,330	87,999	Total loans – net
Persentase terhadap jumlah aset	0.28%	0.31%	Percentage from total assets
LIABILITAS			LIABILITIES
Simpanan nasabah			Deposits from customers
Giro	23,879	15,217	Demand Deposits
Tabungan	48,382	53,881	Savings Deposits
Deposito berjangka	110,504	98,278	Time Deposits
Jumlah	182,766	167,376	Total
Persentase terhadap jumlah liabilitas	0.71%	0.68%	Percentage from total liabilities
Dana syirkah temporer			Temporary syirkah funds
Deposito <i>mudharabah</i>	26,965	2,015	Mudharabah deposit
Tabungan <i>mudharabah</i>	612	693	Mudharabah time deposit
Jumlah	27,577	2,708	Total
Persentase terhadap dana syirkah temporer	1.77%	0.18%	Percentage from total temporary syirkah funds
Pendapatan bunga	7,619	2,567	Interest income

Uraian	2018	2017	Description
Persentase terhadap jumlah pendapatan bunga	0.33%	0.11%	Percentage from total interest income
Beban bunga	10,169	6,977	Interest expenses
Persentase terhadap jumlah beban bunga	0.56%	0.38%	Percentage from total interest expenses
Beban tenaga kerja			Personnel expenses
Gaji dan tunjangan Dewan Komisaris, Direksi, dan pejabat eksekutif	36,667	34,169	Salaries and allowances of the Boards of Commissioners, Directors, and executive officers
Persentase terhadap jumlah beban tenaga kerja	19.07%	17.62%	Percentage from total personnel expenses
Liabilitas komitmen dan kontinjensi			Liabilities commitments and contingencies
Komitmen dan kontinjensi			Commitments and contingencies
Fasilitas pinjaman yang belum digunakan	(15,610)	(14,940)	Unused loans facilities
Penerbitan jaminan dalam bentuk garansi	(158)	(685)	Issued bank guarantees
Jumlah	(15,768)	(15,626)	Total
Persentase terhadap jumlah liabilitas komitmen dan kontinjensi – neto	0.76%	0.59%	Percentage from total commitments and contingencies – net

KEBIJAKAN MEKANISME REVIEW ATAS TRANSAKSI DAN PEMENUHAN PERATURAN TERKAIT

Mengacu pada Peraturan Bank Indonesia No. 7/3/PBI/2005 tentang Batas Maksimum Pemberian Kredit Bank Umum, yang telah diubah dengan PBI No. 8/13/PBI/2006 tentang Perubahan Atas Peraturan Bank Indonesia No. 7/3/PBI/2005 tentang Batas Maksimum Pemberian Kredit Bank Umum, Bank wajib menerapkan prinsip kehati-hatian dan manajemen risiko dalam memberikan Penyediaan Dana, khususnya Penyediaan Dana Kepada Pihak Terkait dan atau Penyediaan Dana Besar, dan SK DIR No. 017/SK-DIR/06/13 tanggal 18 Juni 2013 tentang Unit Kerja Pengkonsolidasi Batas Maksimum Pemberian Kredit (BMPK) menunjuk Divisi Kepatuhan sebagai Unit Kerja yang bertugas mengelola informasi eksposur BMPK terkait.

REVIEW MECHANISM POLICY ON TRANSACTIONS AND FULFILLMENT OF RELATED REGULATIONS

Referring to Bank Indonesia Regulation No. 7/3/PBI/2005 on Legal Lending Limit for Commercial Banks, as amended by Bank Indonesia Regulation No. 8/13/PBI/2006 on Amendment to Bank Indonesia Regulation No. 7/3/PBI/2005 on Legal Lending Limit for Commercial Banks, the Bank must apply the prudential principles and risk management in Funding, especially Funding to Related Parties and or Substantial Funding, and Board of Directors' Decision Letter No. 017/SK-DIR/06/13 dated 18 June 2013 on Legal Lending Limit (LLL) Consolidation Working Unit, the Compliance Division is appointed as the Working Unit tasked with processing information on related LLL exposure.

ASPEK PERPAJAKAN

PUBLIKASI PEMBAYARAN PAJAK

Bank Victoria dalam kegiatan operasionalnya telah menjalankan tata kelola perusahaan yang baik (*Good Corporate Governance*) yang dilakukan secara transparan dan akuntabel khususnya dalam mengelola hak dan kewajiban perpajakannya, dimana hak dan kewajiban perpajakannya dilakukan sesuai dengan peraturan yang berlaku.

PEMBAYARAN PAJAK

Total Pembayaran Pajak periode Januari sampai dengan Desember 2018, sebagai berikut.

Tabel Pembayaran Pajak
Table of Tax Payments

(Bank Only, dalam jutaan Rupiah / in million Rupiah)

Uraian	2018	2017	Description
PPh Pasal 4 ayat 2	297,058	307,396	PPh Article 4 paragraph 2
PPh Pasal 21	13,396	10,847	PPh Article 21
PPh Pasal 23	667	408	PPh Article 23
PPh Pasal 25	25,372	43,298	PPh Article 25
PPN	179	718	VAT
Amnesti Pajak	-	-	Tax Amnesty
Jumlah	336,673	362,667	Total

TAX ASPECTS

PUBLICATION OF TAX PAYMENT

Bank Victoria in its operational activities has implemented Good Corporate Governance, which is conducted in a transparent and accountable manner, especially in managing taxation rights and obligations, in which the taxation rights and obligations are conducted in accordance with the applicable regulations.

TAX PAYMENTS

Total Tax Payment for the period of January to December 2018 is as follows.

LARANGAN, BATASAN DAN/ATAU HAMBATAN SIGNIFIKAN UNTUK MELAKUKAN TRANSFER DANA ANTARA BANK DAN ENTITAS LAIN DALAM SUATU KELOMPOK USAHA

Bank Victoria tidak memiliki pembatasan dalam prosedur operasional terkait transfer dana nasabah, baik dalam bentuk transfer masuk maupun transfer keluar antara Bank dan entitas lain dalam satu kelompok usahanya.

Dalam menyalurkan pinjaman ke pihak ketiga dan entitas lainnya dalam satu kelompok usaha, Bank Victoria mengacu pada BMPK yang telah dibuat oleh Divisi Accounting dan dipantau oleh Divisi Kepatuhan dan Divisi Analisis Kredit.

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN DAN DAMPAKNYA

Perubahan terhadap peraturan perundang-undangan yang berpengaruh terhadap Bank, beserta dampak dan respons Bank terhadap perubahan tersebut selama tahun 2018 adalah:

- Peraturan Otoritas Jasa Keuangan (POJK)
- Peraturan Surat Edaran Otoritas Jasa Keuangan (SEOJK)
- Peraturan Bank Indonesia (PBI)
- Peraturan Anggota Dewan Gubernur (PADG) Bank Indonesia

PROHIBITIONS, LIMITATIONS, AND/OR SIGNIFICANT BARRIERS TO MAKE FUND TRANSFER BETWEEN THE BANK AND OTHER ENTITIES IN A BUSINESS GROUP

Bank Victoria has no restrictions in operational procedures regarding Customer's fund transfer either incoming and outgoing transfers between the Bank and other entities within its business group.

In providing loans to third parties and other entities within a business group, Bank Victoria refers to LLL formulated by the Accounting Division, and the activity is monitored by the Compliance Division and Credit Analyst Division.

CHANGES IN LAWS AND REGULATIONS AND THEIR IMPACTS

Changes in laws and regulations affecting the Bank and the impact and response of the Bank to such changes during 2018 are as follows.

- Financial Services Authority Regulation (POJK)
- Financial Services Authority Circular Regulation (SEOJK)
- Bank Indonesia Regulation
- Regulation of Members of the Board of Governors (PADG) of Bank Indonesia

Tabel Perubahan Peraturan Otoritas Jasa Keuangan (POJK)
Table of Changes in Financial Services Authority Regulation (POJK)

No.	Tanggal Date	Nomor Peraturan Regulation Number	Perihal Subject	Uraian/Inti Perubahan Remarks/Essence of Changes	Dampak terhadap Bank Victoria Impact on Bank Victoria
1.	25 April 2018 25 April 2018	7/ POJK.04/2018	Penyampaian Laporan Melalui Sistem Pelaporan Elektronik Emiten Atau Perusahaan Publik Submission of Report Through Issuer or Public Company's Electronic Reporting System	Emiten atau Perusahaan Publik wajib menyampaikan Laporan kepada Otoritas Jasa Keuangan melalui SPE. Issuer or Public Company must submit a Report to the Financial Services Authority through Electronic Reporting System (SPE)	Bank Victoria wajib menyampaikan Laporan kepada Otoritas Jasa Keuangan melalui SPE. Bank Victoria must submit a Report to the Financial Services Authority through Electronic Reporting System (SPE)

Tabel Perubahan Peraturan Surat Edaran Otoritas Jasa Keuangan (SEOJK)
Table of Changes in Financial Services Authority Circular Regulation (SEOJK)

No.	Tanggal Date	Nomor Peraturan Regulation Number	Perihal Subject	Uraian/Inti Perubahan Remarks/Essence of Changes	Dampak terhadap Bank Victoria Impact on Bank Victoria
1.	6 December 2018	17/ SEOJK.07/2018	Pedoman Pelaksanaan Layanan Pengaduan Konsumen Di Sektor Jasa Keuangan. Guidelines on Implementation of Customer Complaint Service in Financial Services Sector	Upaya PUJK untuk tetap menjaga kepercayaan Konsumen adalah hal yang mutlak dilakukan. Salah satu upaya yang wajib dilakukan oleh PUJK yaitu menyediakan Layanan Pengaduan Konsumen untuk menerima, menangani, dan menyelesaikan Pengaduan yang disampaikan oleh Konsumen. The efforts by Financial Services Business Actors in maintaining Consumer's trust is an absolute manner. One of the efforts that must be carried out by the Financial Services Business Actors is to provide Customer Complaint Service to accept, handle, and solve all complaints submitted by the Consumer	Bank Victoria telah memiliki unit penanganan pengaduan nasabah. Bank Victoria already has customer complaint handling unit.

Tabel Perubahan Peraturan Bank Indonesia (PBI)
Table of Changes In Bank Indonesia Regulation (PBI)

No.	Tanggal Date	Nomor Peraturan Regulation Number	Perihal Subject	Uraian/Inti Perubahan Remarks/Essence of Changes	Dampak terhadap Bank Victoria Impact on Bank Victoria			
					Substansi Substance	Lama Previous	Baru Current	Pemberlakuan Effective on
1.	29 Maret 2018 29 March 2018	20/3/ PBI/2018	Giro Wajib Minimum Dalam Rupiah Dan Valuta Asing Bagi Bank Umum Konvensional, Bank Umum Syariah, Dan Unit Usaha Syariah. Minimum Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units	Penambahan besaran GWM dalam rupiah bagi BUK yang wajib dipenuhi secara rata-rata, pemberlakuan kewajiban pemenuhan dan perhitungan GWM secara rata-rata untuk GWM dalam valuta asing bagi BUK Increment of Minimum Statutory Reserves in Rupiah for Conventional Commercial Bank that must be averagely fulfilled, the enactment of obligation to fulfill and calculate the average Minimum Statutory Reserves in foreign currency for Conventional Commercial Bank.	Tambahan porsi GWM rata-rata bagi GWM dalam Rupiah BUK Addition of average GWM portion for GWM in Rupiah for Conventional Commercial Bank (BUK)	GWM: 6,5% GWM Harian: 5% GWM rata-rata: 1,5% GWM: 6,5% Daily GWM: 5% Average GWM: 1,5%	GWM: 5,5% GWM Harian: 4,5% GWM Rata-rata: 1,5% GWM: 5,5% Daily GWM: 4,5% Average GWM: 1,5%	16 Juli/ July 2018
					Penhilan Jasa Giro Netting the Current Accounts Services	2,5% atas bagian tertentu dari GWM Rupiah 2.5% on certain part of GWM Rupiah	0%	16 Juli / July 2018
					Implementasi GWM rata-rata bagi GWM dalam valuta asing bagi BUK Implementation of average GWM for GWM in foreign currency for Conventional Commercial Bank (BUK)	GWM 8%: GWM harian: 8% GWM rata-rata: 0% GWM 8%: Daily GWM: 8% Average GWM: 0%	GWM 8%: GWM harian: 6% GWM rata-rata: 2% GWM 8%: Daily GWM: 6% Average GWM: 2%	1 Oktober / October 2018
					Implementasi GWM rata-rata bagi GWM dalam Rupiah bagi BUS dan UUS Implementation of average GWM for GWM in Rupiah for Sharia Commercial Bank (BUS) and Sharia Business Unit (UUS)	GWM 5%: GWM harian: 5% GWM rata-rata: 0% GWM 5%: Daily GWM: 5% Average GWM: 0%	GWM 5%: GWM harian: 3% GWM rata-rata: 2% GWM 5%: Daily GWM: 3% Average GWM: 2%	1 Oktober / October 2018

No.	Tanggal Date	Nomor Peraturan Regulation Number	Perihal Subject	Uraian/Inti Perubahan Remarks/Essence of Changes	Dampak terhadap Bank Victoria Impact on Bank Victoria
2.	29 Maret 2018 29 March 2018	20/4/ PBI/2018	Rasio Intermediasi Makroprudensial Dan Penyangga Likuiditas Makroprudensial Bagi Bank Umum Konvensional, Bank Umum Syariah, Dan Unit Usaha Syariah. Macro-prudential Intermediation Ratio and Macro-prudential Liquidity Buffer for Conventional Commercial Bank, Sharia Commercial Bank, and Sharia Business Unit.	Bank Indonesia memperkenalkan instrumen kebijakan makroprudensial yaitu Rasio Intermediasi Makroprudensial (RIM d/h. GWM LFR) dan Penyangga Likuiditas Makroprudensial (PLM d/h. GWM Sekunder) yang merupakan bagian dari kebijakan makroprudensial untuk mencegah dan mengurangi risiko sistemik dan gangguan terhadap fungsi intermediasi perbankan. Bank Indonesia introduces macro-prudential policy instrument that is Macro-prudential Intermediation Ratio (RIM d/h. GWM LFR) and Macro-prudential Liquidity Buffer (PLM d/h. Secondary GWM), which is part of macro-prudential policy to prevent and reduce systemic risks and disturbance against banking intermediation function.	Bank Indonesia memperkenalkan instrumen kebijakan makroprudensial yaitu Rasio Intermediasi Makroprudensial (RIM d/h. GWM LFR) dan Penyangga Likuiditas Makroprudensial (PLM d/h. GWM Sekunder) yang merupakan bagian dari kebijakan makroprudensial untuk mencegah dan mengurangi risiko sistemik dan gangguan terhadap fungsi intermediasi perbankan. Bank Indonesia introduces macro-prudential policy instrument that is Macro-prudential Intermediation Ratio (RIM d/h. GWM LFR) and Macro-prudential Liquidity Buffer (PLM d/h. Secondary GWM), which is part of macro-prudential policy to prevent and reduce systemic risks and disturbance against banking intermediation function.
3.	24 Juli 2018 24 July 2018	20/7/ PBI/2018	Indonesia Overnight Index Average dan Jakarta Interbank Offered Rate. Indonesia Overnight Index Average And Jakarta Interbank Offered Rate.	Penguatan terhadap <i>benchmark rate</i> pasar uang dilakukan dengan membentuk <i>benchmark rate</i> pasar uang yang dibentuk langsung dari transaksi pasar (IndONIA), di samping <i>benchmark rate</i> pasar uang yang dibentuk berdasarkan kuotasi dari Bank Kontributor yang ditunjuk (JIBOR). Guna memperkuat kredibilitas JIBOR dilakukan penerapan jenjang data input dalam menetapkan kuotasi JIBOR, dan diharapkan dapat menciptakan pembentukan JIBOR yang lebih transparan dan sejalan dengan pergerakan suku bunga di pasar uang The strengthening on money market benchmark rate is carried out by forming money market benchmark rate that is formed directly from market transaction (indONIA), aside from money market benchmark rate formed based on quotes from the appointed Contributor Bank (JIBOR). In order to strengthen JIBOR credibility, input of data levels is implemented in determining JIBOR quotes, and it is expected to create a more transparent JIBOR in line with interest rate movement in money market.	BVIC wajib: 1. Membuat pedoman internal yang memuat: a. menyampaikan kuotasi suku bunga indikasi kepada Bank Indonesia. b. menatausahakan data, informasi, dan hal yang berkaitan dengan proses penetapan kuotasi suku bunga indikasi. 2. Menyampaikan pedoman internal kepada Bank Indonesia. 3. Menyampaikan surat pernyataan bahwa Bank Kontributor akan menaati ketentuan Bank Indonesia yang mengatur mengenai Indonesia <i>overnight index average</i> dan Jakarta <i>interbank offered rate</i> kepada Bank Indonesia. 4. Memenuhi permintaan transaksi dari Bank Kontributor lainnya. Pengaturan 1. BI melakukan publikasi IndONIA dan JIBOR pada situs Web BI yang dapat diakses oleh setiap orang pada setiap hari kerja. 2. Per Tanggal 2 Januari 2019, waktu publikasi JIBOR mundur dari sebelumnya pukul 10.00 WIB menjadi pukul 11.00 WIB. BVIC must: 1. Preparing internal guidelines that contain: a. quotation submission of indicated interest rates to Bank Indonesia. b. administration of data, information, and matters relating to the process of determining quotation of indicated interest rates. 2. Delivering internal guidelines to Bank Indonesia. 3. Submitting a statement that the Contributor Bank will comply with Bank Indonesia regulations governing the Indonesia overnight index average and the Jakarta interbank offered rate to Bank Indonesia. 4. Meeting transaction requests from other Contributor Banks. Settings 1. BI publishes IndONIA and JIBOR publications on BI website that can be accessed by everyone on every working day. 2. As of 2 January 2019, the publication time of JIBOR is moved backward from the previous time at 10.00 WIB to 11.00 WIB.

No.	Tanggal Date	Nomor Peraturan Regulation Number	Perihal Subject	Uraian/Inti Perubahan Remarks/Essence of Changes	Dampak terhadap Bank Victoria Impact on Bank Victoria
4.	30 Juli 2018 30 July 2018	20/8/ PBI/2018	Rasio Loan to Value untuk Kredit Properti, Rasio Financing to Value untuk Pembiayaan Properti, dan Uang Muka untuk Kredit atau Pembiayaan Kendaraan Bermotor. Loan to Value Ratio for Property Credit, Financing to Value Ratio for Property Funding, and Down Payment for Motor Vehicles Credit or Financing.	Dalam rangka mendorong berjalannya fungsi intermediasi perbankan yang seimbang dan berkualitas dalam mendukung pertumbuhan ekonomi nasional dengan tetap menjaga stabilitas sistem keuangan, Bank Indonesia memutuskan untuk menerapkan kebijakan Makroprudensial yang lebih akomodatif di sektor properti melalui: (i) penyesuaian rasio <i>Loan to Value</i> (LTV) untuk kredit properti (KP) serta rasio <i>Financing to Value</i> (FTV) untuk pembiayaan properti (PP), (ii) penyesuaian jumlah maksimum fasilitas KP atau PP untuk kepemilikan properti yang belum tersedia secara utuh (inden), dan (iii) penyesuaian pengaturan tahapan dan besaran pencairan KP/PP untuk kepemilikan properti inden. In the effort to encourage balanced and qualified banking intermediation function in supporting the national economic growth by maintaining financial system stability, Bank Indonesia has decided to implement a more accommodative Macro-prudential policy in the property sector through: (i) adjustment to Loan to Value (LTV) ratio for property credit (KP) and Financing to Value (FTV) Ratio for property funding (PP), (ii) adjustment to maximum limit of KP or PP facility for property ownership that is not yet fully available (indent), and (iii) adjustment to stages and amount of KP/PP withdrawal for indent property ownership.	1. Penyempurnaan kebijakan LTV/FTV yang lebih akomodatif di tahun 2018 meliputi: a. penyesuaian rasio LTV untuk KP dan rasio FTV untuk PP; b. penyesuaian jumlah maksimum fasilitas KP atau PP untuk kepemilikan properti inden; dan c. penyesuaian pengaturan tahapan serta besaran pencairan KP atau PP untuk kepemilikan properti inden. 2. BVIC harus memiliki sistem informasi untuk pemantauan implementasi pengaturan Rasio LTV untuk KP dan Rasio FTV untuk PP. 1. Improvement of more accommodative LTV/FTV policy in 2018 included: a. adjustment to LTV to KP ratio and FTV to PP ratio; b. adjustment to the maximum amount of KP or PP facilities for ownership of indent property; and c. adjustment to stages and amount of disbursement of KP or PP for ownership of indent property. 2. BVIC shall have an information system to monitor the implementation of LTV to KP Ratio and FTV to PP Ratio.

Tabel Perubahan Peraturan Anggota Dewan Gubernur (PADG) Bank Indonesia**Table of Changes In Regulation of Members of the Board of Governors (PADG) of Bank Indonesia**

No.	Tanggal Date	Nomor Peraturan Regulation Number	Perihal Subject	Uraian/Inti Perubahan Remarks/Essence of Changes	Dampak terhadap Bank Victoria Impact to Bank Victoria and Subsidiary												
1.	1 Maret 2018 1 March 2018	20/2/ PADG/2018	Tata Cara Penggunaan Fasilitas Likuiditas Intrahari Intra-day Liquidity Facility Utilization Procedure	Perlunya penyempurnaan kebijakan untuk mendukung penyelenggaraan sistem pembayaran yang efisien, lancar, aman, dan andal yang antara lain melalui penyempurnaan kebijakan mengenai tata cara penggunaan FLI. Improvement on policies to support the administration of efficient, smooth, safe, and reliable payment system, is necessary to do among other through improvement on policy concerning FLI utilization procedure	Penyempurnaan kebijakan FLI yang mendasar adalah semula FLI harus di-cover dengan agunan dan dikenakan biaya (<i>priced and collateralized</i>), dengan penerbitan PADG ini diatur menjadi harus di-cover dengan agunan namun tidak dikenakan biaya (<i>free but collateralized</i>). The underlying FLI policy improvement is that initially FLI shall be priced and collateralized, with PADG issuance it is now shall be free but collateralized.												
2.	31 Mei 2018 31 May 2018	20/10/ PADG/2018	Giro Wajib Minimum Dalam Rupiah Dan Valuta Asing Bagi Bank Umum Konvensional, Bank Umum Syariah, Dan Unit Usaha Syariah Minimum Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial Bank, Sharia Commercial Bank, and Sharia Business Unit.	PADG ini merupakan peraturan pelaksana Giro Wajib Minimum dalam rupiah dan valuta asing, baik untuk Bank Umum Konvensional maupun untuk Bank Umum Syariah dan Unit Usaha Syariah. Selain memuat peraturan pelaksana, PADG ini juga memuat 12 lampiran berisi contoh-contoh perhitungan pemenuhan GWM. This PADG is an implementing regulation for Minimum Statutory Reserves (GWM) in Rupiah and Foreign Currency for Conventional Commercial Bank, Sharia Commercial Bank, and Sharia Business Unit. Aside from implementing regulation, PADG also contains 12 attachments consisting examples of calculation in meeting GWM.	BVIC wajib memperhatikan: Bagi BUK: 1. GWM dalam Rupiah: 6,5% - Yang dipenuhi secara harian: 4,5% - Yang dipenuhi secara rata-rata: 2% 2. GWM dalam valuta asing: 8% - Yang dipenuhi secara harian: 6% - Yang dipenuhi secara rata-rata: 2% BVIC must pay attention to: For Conventional Commercial Bank (BUK): 1. GWM in Rupiah: 6.5% - Fulfilled daily: 4.5% - Fulfilled in average: 2% 2. GWM in foreign currency: 8% - Fulfilled daily: 6% - Fulfilled in average: 2%												
					<table><tr><th>Substansi Substance</th><th>Pemberlakuan Effective on</th></tr><tr><td colspan="2">Bank Umum Konvensional (BUK) Conventional Commercial Bank (BUK)</td></tr><tr><td>Penambahan Porsi GWM Rupiah Rata-Rata Addition of Average GWM Rupiah Portion</td><td>16 Juli 2018 16 July 2018</td></tr><tr><td>Penihilan Jasa Giro GWM Rupiah Netting the Rupiah GWM Current Accounts Services</td><td>16 Juli 2018 16 July 2018</td></tr><tr><td>Implementasi GWM rata-rata Implementation of average GWM</td><td>1 Oktober 2018 1 October 2018</td></tr><tr><td>Penyeragaman lama Calculation Period, Maintenance Period, Lagged Period Uniformity of length of Calculation Period, Maintenance Period, Lagged Period</td><td>1 Oktober 2018 1 October 2018</td></tr></table>	Substansi Substance	Pemberlakuan Effective on	Bank Umum Konvensional (BUK) Conventional Commercial Bank (BUK)		Penambahan Porsi GWM Rupiah Rata-Rata Addition of Average GWM Rupiah Portion	16 Juli 2018 16 July 2018	Penihilan Jasa Giro GWM Rupiah Netting the Rupiah GWM Current Accounts Services	16 Juli 2018 16 July 2018	Implementasi GWM rata-rata Implementation of average GWM	1 Oktober 2018 1 October 2018	Penyeragaman lama Calculation Period, Maintenance Period, Lagged Period Uniformity of length of Calculation Period, Maintenance Period, Lagged Period	1 Oktober 2018 1 October 2018
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No.	Tanggal Date	Nomor Peraturan Regulation Number	Perihal Subject	Uraian/Inti Perubahan Remarks/Essence of Changes	Dampak terhadap Bank Victoria Impact to Bank Victoria and Subsidiary
3.	31 Mei 2018 31 May 2018	20/11/ PADG/2018	Rasio Intermediasi Makroprudensial Dan Penyangga Likuiditas Makroprudensial Bagi Bank Umum Konvensional, Bank Umum Syariah, Dan Unit Usaha Syariah Macro-prudential Intermediation Ratio and Macro-prudential Liquidity Buffer for Conventional Commercial Bank, Sharia Commercial Bank, and Sharia Business Unit.	Bank Indonesia memperkenalkan instrumen kebijakan makroprudensial yaitu Rasio Intermediasi Makroprudensial (RIM d/h. GWM LFR) dan Penyangga Likuiditas Makroprudensial (PLM d/h. GWM Sekunder) yang merupakan bagian dari kebijakan makroprudensial untuk mencegah dan mengurangi risiko sistemik dan gangguan terhadap fungsi intermediasi perbankan. Bank Indonesia introduces macro-prudential policy instrument that is Macro-prudential Intermediation Ratio (RIM d/h. GWM LFR) and Macro-prudential Liquidity Buffer (PLM d/h. Secondary GWM) which is part of macro-prudential policy to prevent and reduce systemic risks and disturbance against banking intermediation function.	1. PLM ditetapkan sebesar 4% (empat persen) dari DPK BUK dalam rupiah. 2. BUK wajib menyampaikan laporan surat berharga korporasi yang dimiliki BUK yang memenuhi kriteria setiap bulan ke BI paling lambat 10 (sepuluh) hari kerja setelah berakhirnya bulan laporan, pertama kali bulan Mei 2018, untuk surat berharga korporasi yang dimiliki BUK dalam rupiah dan valuta asing dan surat berharga yang diterbitkan oleh BUK dalam rupiah dan valuta asing. 1. PLM is set at 4% (four percent) of Conventional Commercial Bank's third-party deposits in rupiah. 2. Conventional Commercial Bank must submit report of corporate securities held by BUK that meet the criteria every month to BI no later than 10 (ten) working days after the end of the reporting month, in which the first time was in May 2018 for corporate securities held by BUK in rupiah and foreign exchange and marketable securities issued by BUK in rupiah and foreign exchange.
4.	26 Juni 2018 26 June 2018	20/13/ PADG/2018	Perubahan Atas Peraturan Anggota Dewan Gubernur Nomor 19/18/Padg/2017 Tentang Laporan Harian Bank Umum Change On Regulation of Members of the Board of Governors No. 19/18/Padg/2017 On Daily Report of Commercial Bank	Panduan Pelaporan LHBU (Lampiran 1). Commercial Bank Daily Report Guidelines (Attachment 1)	Panduan Pelaporan LHBU Commercial Bank Daily Report Guideline

No.	Tanggal Date	Nomor Peraturan Regulation Number	Perihal Subject	Uraian/Inti Perubahan Remarks/Essence of Changes	Dampak terhadap Bank Victoria Impact to Bank Victoria and Subsidiary
5.	27 Agustus 2018 27 August 2018	20/19/ PADG/2018	Indonesia Overnight Index Average dan Jakarta Interbank Offered Rate. Indonesia Overnight Index Average And Jakarta Interbank Offered Rate.	Penguatan terhadap benchmark rate pasar uang dilakukan dengan membentuk benchmark rate pasar uang yang dibentuk langsung dari transaksi pasar (IndONIA), di samping benchmark rate pasar uang yang dibentuk berdasarkan kuotasi dari Bank Kontributor yang ditunjuk (JIBOR). Guna memperkuat kredibilitas JIBOR dilakukan penerapan jenjang data input dalam menetapkan kuotasi JIBOR, dan diharapkan dapat menciptakan pembentukan JIBOR yang lebih transparan dan sejalan dengan pergerakan suku bunga di pasar uang The strengthening on money market benchmark rate is carried out by forming money market benchmark rate that is formed directly from market transaction (indONIA), aside from money market benchmark rate formed based on quotes from the appointed Contributor Bank (JIBOR). In order to strengthen JIBOR credibility, input of data level is implemented in determining JIBOR quotes, and it is expected to create a more transparent JIBOR in line with interest rate movement in money market.	Perubahan pengaturan dalam PADG ini meliputi hal-hal sebagai berikut: a. GWM dalam rupiah bagi BUK: • Porsi GWM rata-rata yang semula 2% menjadi 3% • Porsi GWM harian yang semula 4,5% menjadi 3,5% b. GWM dalam rupiah bagi BUS dan UUS: • Porsi GWM rata-rata yang semula 2% menjadi 3% • Porsi GWM harian yang semula 3% menjadi 2% Changes to the arrangements in PADG include the following matters: a. GWM in rupiah for BUK: • Average GWM portion from initially 2% to 3% • Daily GWM portion from initially 4.5% to 3.5% b. GWM in rupiah for BUS and UUS: • Average GWM portion from initially 2% to 3% • Daily GWM portion from initially 3% to 2%

PERUBAHAN KEBIJAKAN AKUNTANSI

ALASAN PERUBAHAN KEBIJAKAN AKUNTANSI

Penerapan standar akuntansi keuangan dilakukan untuk mematuhi PSAK yang berlaku dalam tahun berjalan.

PERUBAHAN KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN

Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK-IAI) telah menerbitkan standar baru, amandemen dan interpretasi berikut, yang berlaku efektif pada atau setelah tanggal 1 Januari 2018 yaitu sebagai berikut:

- Amandemen PSAK 2 "Laporan Arus Kas tentang Prakarsa Pengungkapan"
- Amandemen PSAK 16 "Aset Tetap"
- Amandemen PSAK 46 "Pajak Penghasilan tentang Pengakuan Aset Pajak Tangguhan untuk Rugi yang Belum Direalisasi"
- Amandemen PSAK 53 "Pembayaran Berbasis Saham tentang Klasifikasi dan Pengukuran Transaksi Pembayaran Berbasis Saham"

CHANGES IN ACCOUNTING POLICIES

REASONS ON CHANGES IN ACCOUNTING POLICIES

The application of financial accounting standards is carried out to comply with the applicable PSAK in the current year.

SIGNIFICANT CHANGES IN ACCOUNTING POLICIES

Financial Accounting Standard Board of Indonesian Institute of Accountant (DSAK-IAI) has issued the following new standards, amendments, and interpretations which are effective on or after 1 January 2018:

- Amendment to SFAS 2 "Statement Of Cash Flows On Disclosure Initiative"
- Amendment to SFAS 16 "Property, Plant, and Equipment"
- Amendment to SFAS 46 "Income Tax on Recognition of Deferred Tax Assets for Unrealized Losses."
- Amendment to SFAS 53 "Share-based Payments on Classification and Measurement of Share-based Payment Transactions"

DAMPAK PERUBAHAN KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN

Amandemen atas standar dan interpretasi tersebut di atas tidak memiliki dampak yang signifikan terhadap jumlah yang dilaporkan dalam laporan keuangan konsolidasian pada tahun berjalan atau tahun sebelumnya.

TINGKAT KESEHATAN BANK

Berdasarkan Peraturan OJK No. 4/POJK.03/2016 tentang Penilaian Tingkat Kesehatan Bank Umum menggunakan pendekatan risiko. Bank Victoria melakukan penilaian atas tingkat kesehatan Bank diukur berdasarkan risiko dan kinerja Bank, yang dijabarkan dalam empat faktor, yaitu: profil risiko, tata kelola perusahaan, rentabilitas, dan permodalan.

Bank Victoria mendapatkan Peringkat Komposit 2 untuk tingkat kesehatannya di tahun 2018. Peringkat ini menunjukkan bahwa kondisi Bank secara umum sehat dan mampu melanjutkan bisnisnya di tengah berbagai pengaruh negatif yang signifikan akibat perubahan kondisi bisnis dan faktor eksternal lainnya.

INFORMASI KELANGSUNGAN USAHA

HAL-HAL YANG BERPOTENSI BERPENGARUH TERHADAP KELANGSUNGAN USAHA

Tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Bank sepanjang tahun 2018.

ASESMEN MANAJEMEN

Manajemen Bank telah melakukan penilaian atas kemampuan Bank untuk melanjutkan kelangsungan usahanya dan berkeyakinan bahwa Bank memiliki sumber daya untuk melanjutkan usahanya di masa mendatang. Selain itu, manajemen Bank tidak melihat adanya ketidakpastian material yang dapat menimbulkan keraguan yang signifikan terhadap kemampuan Bank untuk melanjutkan usahanya.

ASUMSI YANG DIGUNAKAN MANAJEMEN UNTUK MELAKUKAN ASESMEN

Dalam melakukan penilaian kelangsungan usaha Bank, faktor-faktor yang menjadi pertimbangan bagi Manajemen adalah:

1. Kinerja keuangan,
2. Pangsa pasar,
3. Perkara hukum, dan
4. Tingkat kesehatan Bank.

Manajemen juga menggunakan asumsi bahwa kondisi ekonomi di Indonesia dan secara global tidak akan mengalami perubahan fundamental yang dapat mengganggu jalannya bisnis secara alamiah di industri perbankan.

SIGNIFICANT IMPACT OF CHANGES IN ACCOUNTING POLICIES

The above amendments of standards and interpretations has no significant impact on the amounts reported in the consolidated financial statement for current or prior fiscal years.

BANK SOUND LEVEL

Bank Victoria performs assessment on the Bank's sound level, based on FSA Regulation No. 4/POJK.03/2016 on Sound Level Assessment of Commercial Bank using risk approach. The Bank's sound level is measured based on the Bank's risks and performance, which is elaborated in four factors, which are: risk profile, corporate governance, profitability, and capital.

Based on the Bank's sound level assessment in 2018, Bank Victoria received Composite Score of 2 for its sound level. This score shows that the Bank's condition is generally healthy and able to continue its business amid the significant negative influence due to changes in business condition and other external factors.

BUSINESS CONTINUITY INFORMATION

MATTERS WITH POTENTIAL SIGNIFICANT IMPACT TO THE BUSINESS CONTINUITY

Throughout 2018, there were no matters that potentially affected the Bank's business continuity significantly.

MANAGEMENT ASSESSMENT

The Bank's management has assessed the Bank's ability to continue its business continuity and believes that the Bank has the resources to continue its business in the future. Moreover, the Bank's management does not see any material uncertainty that can cause significant doubts on the Bank's ability to continue its business.

ASSUMPTION USED BY MANAGEMENT IN CONDUCTING ASSESSMENT

Factors that become the considerations for the Management in conducting assessment of the Bank's business continuity are:

1. Financial performance,
2. Solvency,
3. Internal matters, and
4. Lawsuit.

In conducting assessment, the Management also uses assumption that the economic condition in Indonesia and globally will not experience fundamental changes that can disrupt the business course naturally in banking industry.

STRUKTUR PERMODALAN DAN PRAKTIK MANAJEMEN RISIKO

Capital Structure and
Risk Management Practices





STRUKTUR PERMODALAN DAN PRAKTIK MANAJEMEN RISIKO

CAPITAL STRUCTURE AND RISK MANAGEMENT PRACTICES

Seiring dengan perkembangan lingkungan internal dan eksternal Bank, maka risiko yang dihadapi Bank menjadi semakin kompleks. Oleh karenanya, Bank perlu meningkatkan penerapan tata kelola perusahaan yang baik, khususnya melalui implementasi sistem manajemen risiko yang efektif. Peningkatan implementasi sistem manajemen risiko dilakukan melalui peningkatan fungsi identifikasi, pengukuran, pemantauan, dan pengendalian risiko Bank guna mencegah atau meminimalkan kerugian yang timbul dari kegiatan Bank ataupun mencegah hal-hal yang dapat mengganggu kelangsungan Bank.

In line with the development of the Bank's internal and external environment, the risks faced by the Bank becomes increasingly complex. Therefore, the Bank needs to improve the implementation of good corporate governance, especially through implementing effective risk management system. Improving the risk management system implementation is performed through improving the identification, measurement, monitoring, and control of the Bank's risks in order to prevent or minimize losses arising from the Bank's activities or prevent things that may disrupt the Bank's continuity.

Struktur Permodalan Capital Structure

Tabel Pengungkapan Kuantitatif Struktur Permodalan Bank Victoria Table of Quantitative Disclosure of Bank Victoria Capital Structure

Lihat Lampiran halaman
See attachment page

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Total modal Bank Victoria secara individual pada bulan Desember 2018 sebesar Rp3.015.859 juta, mengalami pertumbuhan modal sebesar 3,35% dari bulan Desember 2017. Hal ini terjadi karena pertumbuhan modal secara non-organik dari Instrumen modal dalam bentuk saham atau lainnya yang memenuhi persyaratan Tier 2 sebesar 82,14%. Pertumbuhan tersebut menyebabkan komposisi modal pelengkap bulan Desember 2018 menjadi sebesar Rp698.915 juta dari Rp461.574 juta di bulan Desember 2017 dan komposisi modal inti mengalami penurunan menjadi sebesar 5,68% dari posisi Desember 2017 sebesar Rp2.456.458 juta.

Secara konsolidasi, Bank Victoria dan Entitas Anak memiliki total modal sebesar Rp3.278.691 juta atau tumbuh sebesar 3,06% dari bulan Desember 2017. Pertumbuhan modal terjadi secara non-organik dari Instrumen modal dalam bentuk saham atau lainnya yang memenuhi persyaratan Tier 2 sebesar 82,14%. Sedangkan pada komponen modal inti mengalami penurunan sebesar 4,91% dari posisi Desember 2017 sebesar Rp2.705.546 juta.

The total capital of Bank Victoria individually in December 2018 was Rp3,015,859 million, a capital growth of 3.35% from that of December 2017. This was due to the non-organic capital growth from capital instruments in the form of shares or other forms that fulfill Tier 2 requirements of 82.14%. Such growth caused the composition of Tier 2 capital in December 2018 to be Rp698,915 million from Rp461,574 million in December 2017, and the composition of Tier 1 capital decreased to 5.68% from December 2017 position of Rp2,456,458 million.

On a consolidated manner, Bank Victoria and its Subsidiary had a total capital of Rp3,278,691 million or grew by 3.06% from that of December 2017. This capital growth was non-organic from capital instruments in the form of shares or other forms that fulfill Tier 2 requirements of 82.14%. While, Tier 1 capital experienced a decrease of 4.91% from December 2017 position of Rp2,705,546 million.

KECUKUPAN PERMODALAN

Bank melakukan penilaian terhadap profil risiko dan tingkat kecukupan modal untuk mengantisipasi terjadinya potensi kerugian atas eksposur risiko dan untuk tetap mematuhi kewajiban penyediaan modal minimum. Hal ini dilakukan dengan mengacu pada *best practices* penerapan manajemen risiko di perbankan internasional, yaitu Basel II dan Basel III.

Basel II merupakan konsep kerangka permodalan yang memberikan kerangka perhitungan modal yang bersifat lebih sensitif terhadap risiko (*risk sensitive*) serta memberikan insentif terhadap peningkatan kualitas penerapan manajemen risiko di perbankan. Hal ini dicapai melalui penyesuaian persyaratan modal dengan risiko dari kerugian kredit dan juga dengan memperkenalkan perubahan perhitungan modal dari eksposur yang disebabkan oleh risiko dari kerugian akibat kegagalan operasional.

Penerapan Basel II di Bank Victoria diuraikan sebagai berikut.

1. Pilar 1 (*Minimum Capital Requirements*)

Berdasarkan ketentuan regulasi, Bank memastikan dan mengantisipasi kecukupan modal untuk risiko kredit, risiko pasar, dan risiko operasional. Secara umum, metode yang digunakan untuk menilai kecukupan dan kebutuhan modal untuk menyerap potensi kerugian, diantaranya:

- a. Perhitungan ATMR risiko kredit
Dalam menghitung kecukupan modal yang timbul dari risiko kredit, Bank menggunakan metode Pendekatan Standar (*Standard Approach*) sesuai dengan Peraturan Otoritas Jasa Keuangan No. 34/POJK.03/2016 tentang Perubahan Atas Peraturan Otoritas Jasa Keuangan No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum dan Surat Edaran Otoritas Jasa Keuangan No. 42/SEOJK.03/2016 tentang Pedoman Perhitungan Aset Tertimbang Menurut Risiko Untuk Risiko Kredit Dengan Menggunakan Pendekatan Standar;
- b. Perhitungan ATMR risiko pasar
Dalam menghitung risiko pasar, Bank menggunakan Metode Standar (*Standard Method*) sesuai dengan Peraturan Otoritas Jasa Keuangan No. 34/POJK.03/2016 tanggal 26 September 2016 tentang Perubahan Atas Peraturan Otoritas Jasa Keuangan No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum dan Surat Edaran Otoritas Jasa Keuangan No. 38/SEOJK.03/2016 tanggal 8 September 2016 tentang Pedoman Penggunaan Metode Standar Dalam Perhitungan Kewajiban Penyediaan Modal Minimum Bank Umum Dengan Memperhitungkan Risiko Pasar;
- c. Perhitungan ATMR risiko operasional
Dalam menghitung risiko operasional, Bank menggunakan Metode *Basic Indicator Approach* sesuai dengan Peraturan Otoritas Jasa Keuangan No. 34/POJK.03/2016 tanggal 26 September 2016 tentang Perubahan Atas Peraturan Otoritas Jasa Keuangan No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum dan Surat Edaran Otoritas Jasa

CAPITAL ADEQUACY

The Bank conducts an assessment of the risk profile and capital adequacy rate to anticipate potential losses on risk exposure and to continue to comply with the minimum capital requirement. This is conducted by referring to the best practices in implementing risk management in international banking, which are Basel II and Basel III.

Basel II is a concept of a capital framework that provides a more risk-sensitive capital calculation framework and provides incentives for improving the quality of risk management implementation in banking. This is achieved through adjustment of capital requirements with the risk of credit loss and also by introducing changes in capital calculation of the exposure caused by the risk of loss due to operational failure.

Implementation of Basel II in Bank Victoria is described as follows.

1. Pillar 1 (*Minimum Capital Requirements*)

Based on the provisions of the regulations, the Bank ensures and anticipates the capital adequacy for credit risks, market risks, and operational risks. In general, the methods used to assess the capital adequacy and requirements to absorb potential losses are among others:

- a. Calculating the risk-weighted assets (RWA) of credit risk
In calculating the capital adequacy arising from credit risk, the Bank uses the Standard Approach method in accordance with the Financial Services Authority Regulation No. 34/POJK.03/2016 on Amendment to Financial Services Authority Regulation No. 11/POJK.03/2016 on Minimum Capital Requirement for Commercial Bank, and Circular Letter of Financial Services Authority Regulation No. 42/SEOJK.03/2016 on Guidelines on Calculation of Risk Weighted Assets (RWA) for Credit Risk by using Standard Approach;
- b. Calculating the risk-weighted assets (RWA) of market risk
In calculating market risk, the Bank uses the Standard Method in accordance with the Financial Services Authority Regulation No. 34/POJK.03/2016 dated 26 September 2016 on Amendment to Financial Services Authority Regulation No. 11/POJK.03/2016 on Minimum Capital Requirement for Commercial Bank, and Circular Letter of Financial Services Authority Regulation No. 38/SEOJK.03/2016 dated 8 September 2016 on Guidelines to Use Standard Method in Calculating the Minimum Capital Requirement for Commercial Bank by Calculating Market Risk;
- c. Calculating the risk-weighted assets (RWA) of operational risk
In calculating operational risk, the Bank uses the Basic Indicator Approach method in accordance with the Financial Services Authority Regulation No. 34/POJK.03/2016 dated 26 September 2016 on Amendment to Financial Services Authority Regulation No. 11/POJK.03/2016 on Minimum Capital Requirement for Commercial Bank, and Circular Letter

Keuangan No. 24/SEOJK.03/2016 tanggal 14 Juli 2016 tentang Perhitungan Aset Tertimbang Menurut Risiko Untuk Risiko Operasional Dengan Menggunakan Pendekatan Indikator Dasar.

2. Pilar 2 (Supervisory Review Process)

Bank telah menerapkan *Internal Capital Adequacy Assessment Process* (ICAAP), yaitu proses untuk menetapkan kecukupan modal yang sesuai dengan profil risiko Bank, dan menetapkan strategi untuk memelihara tingkat permodalan sesuai Surat Edaran Otoritas Jasa Keuangan No. 26/SEOJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Sesuai Profil Risiko dan Pemenuhan *Capital Equivalency Maintained Assets*.

3. Pilar 3 (Market Discipline)

Bank menerapkan disiplin pasar melalui transparansi dan pengungkapan atas informasi keuangan Bank.

Berkaitan dengan implementasi Basel III, regulator telah mengeluarkan ketentuan mengenai Kewajiban Penyediaan Modal Minimum Bank Umum, dimana Bank wajib membentuk tambahan modal sebagai penyangga (*buffer*) yang merupakan implementasi dari Basel III. Tambahan modal tersebut berupa:

- Capital Conservation Buffer*, merupakan penyangga untuk mengantisipasi terjadinya kerugian pada periode krisis.
- Countercyclical Buffer*, merupakan penyangga untuk mengantisipasi terjadinya kerugian apabila pertumbuhan kredit perbankan berlebihan yang berpotensi mengganggu stabilitas sistem keuangan.
- Capital Surcharge* untuk *Domestic Systemically Important Bank* (D-SIB), merupakan penyangga untuk mengurangi dampak negatif terhadap stabilitas sistem keuangan dan perekonomian apabila terjadi kegagalan Bank yang berdampak sistemik, melalui peningkatan kemampuan Bank dalam menyerap kerugian.

Bank Victoria telah menerapkan perhitungan kewajiban membentuk tambahan modal sebagai penyangga (*buffer*) dalam KPMM sesuai dengan ketentuan regulator. Sebagai bank BUKU 2, Bank Victoria tidak diwajibkan untuk menyediakan *Capital Conservation Buffer* karena ketentuan penyediaan modal tersebut berlaku untuk bank BUKU 3 dan BUKU 4. Namun, Bank Victoria telah menerapkan penyediaan tambahan modal untuk *Countercyclical Buffer* sesuai dengan ketentuan regulator.

Bank senantiasa mengikuti perkembangan ketentuan Basel maupun regulasi di bidang perbankan yang dapat mempengaruhi skema kegiatan bisnis Bank.

Penerapan Basel III pada risiko likuiditas, yaitu rasio kecukupan likuiditas (*Liquidity Coverage Ratio*/LCR) dan *Net Stable Funding Ratio* (NSFR). Bank Victoria termasuk bank BUKU 2, sehingga tidak diwajibkan untuk memenuhi peraturan LCR dan NSFR.

Profil risiko Bank sesuai dengan *self assessment* pada bulan Desember 2018 mempunyai peringkat komposit "2" dan rasio Kecukupan Pemenuhan Modal Minimum (KPMM) Bank secara individual maupun konsolidasi adalah sebesar 16,73% dan 16,75% Nilai tersebut telah memenuhi persyaratan minimum

of Financial Services Authority Regulation No. 24/SEOJK.03/2016 dated 14 July 2016 on Calculation of Risk Weighted Assets (RWA) for Operational Risk by using Basic Indicator Approach.

2. Pillar 2 (Supervisory Review Process)

The Bank has implemented the Internal Capital Adequacy Assessment Process (ICAAP), which is a process to determine the capital adequacy according to the Bank's risk profile and to determine a strategy to maintain capital rate based on Financial Services Authority Circular Letter No. 26/SEOJK.03/2016 on Minimum Capital Requirement According to the Risk Profile and Fulfillment of Capital Equivalency Maintained Assets.

3. Pillar 3 (Market Discipline)

The Bank applies market discipline through transparency and disclosure of the Bank's financial information.

In relation to Basel III implementation, the regulator has issued a provision on the Minimum Capital Requirement for Commercial Banks, in which the Bank must establish additional capital as a buffer which is an implementation of Basel III. The additional capital can be in the forms of:

- Capital Conservation Buffer, which serves as a buffer to anticipate a loss in crisis period.
- Countercyclical Buffer, which serves as a buffer to anticipate losses in the event of excessive banking credit growth that potentially interferes with the financial system stability.
- Capital Surcharge for Domestic Systemically Important Banks (D-SIB), which serves as a buffer to reduce negative impacts on the financial system stability and economy in the event of Bank failure that has systemic impact, through the improvement of the Bank's ability to absorb losses.

Bank Victoria has applied the calculation of the requirement to form additional capital as a buffer in the CAR in accordance with the regulatory requirements. As a bank of BUKU 2, Bank Victoria is not required to provide Capital Conservation Buffer because the capital requirement applies to banks of BUKU 3 and BUKU 4. However, Bank Victoria has applied the additional capital requirement for Countercyclical Buffer in accordance with the regulatory provisions.

The Bank continues to follow the development of Basel provisions and regulations in the banking sector which may affect the Bank's business activities scheme.

Implementation of Basel III on liquidity risk, which are Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR). Bank Victoria is categorized as BUKU 2 bank; therefore, it is not required to comply with LCR and NSFR regulations.

The Bank's risk profile in accordance with the self assessment in December 2018 has a composite score of "2" and the Minimum Capital Adequacy Ratio (CAR) of the Bank individually and consolidated are 16.73% and 16.75%, respectively. These values have met the minimum CAR ratio requirements

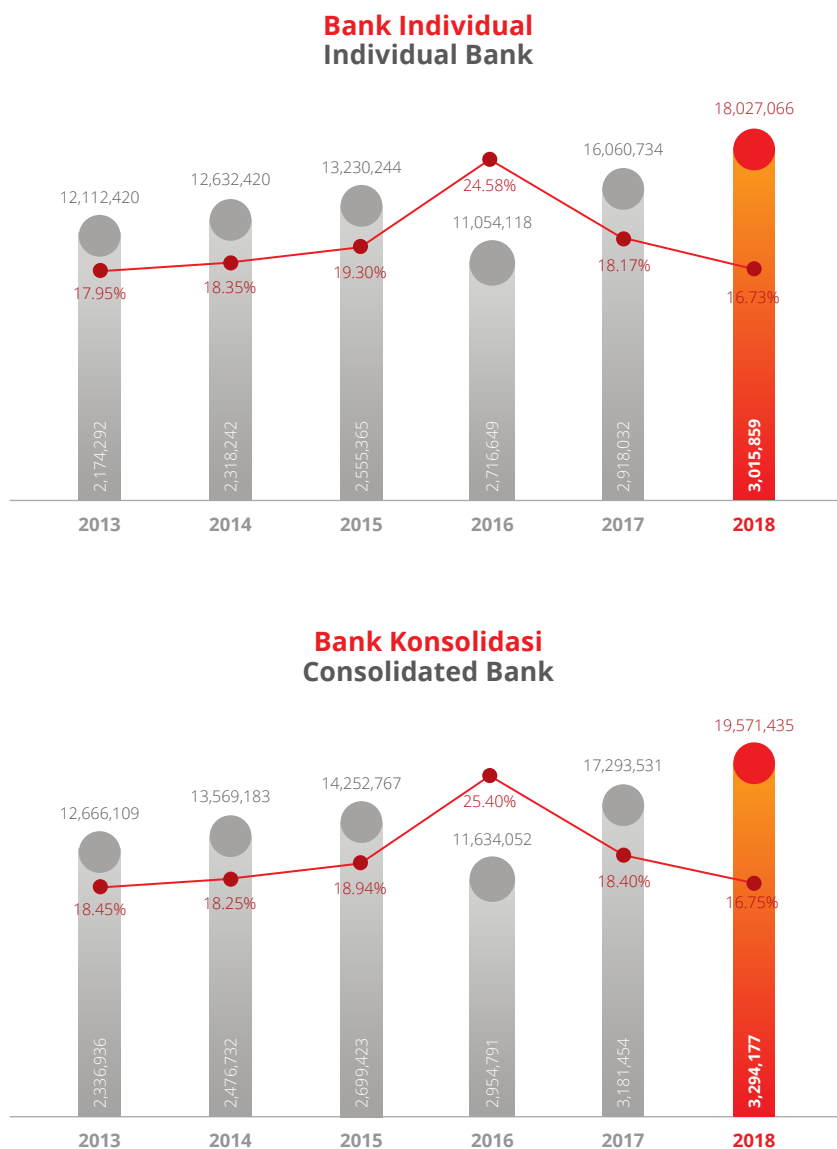
rasio KPMM sesuai profil risiko, yaitu sebesar 9% sampai dengan 10%. Struktur permodalan Bank tetap kuat dengan rasio CET 1 secara individual maupun konsolidasi sebesar 12,85% dan 13,15%, juga telah memenuhi ketentuan minimum CET 1 sebesar 4,5% dan minimum Tier 1 sebesar 6%.

according to the risk profile, which is 9% to 10%. The Bank's capital structure remains strong with CET 1 individually or consolidated, of 12.85% and 13.15%, and has also met CET 1 minimum requirement of 4.5% and Tier 1 minimum of 6%.

Berikut grafik KPMM Bank Victoria.

Below is Bank Victoria's CAR graph.

Grafik Kewajiban Penyediaan Modal Minimum Bank Victoria
Graph of Capital Adequacy Ratio of Bank Victoria



Praktik Manajemen Risiko

Risk Management Practices

PENGUNGKAPAN EKSPOSUR RISIKO BANK VICTORIA

Bank menyadari kegiatan operasional dan usaha Bank dapat berdampak bagi para pemangku kepentingan. Oleh karena itu, Bank mengimplementasikan sistem manajemen risiko yang komprehensif dalam menjalankan kegiatan operasional dan usahanya. Komponen penting dalam proses manajemen risiko adalah identifikasi, pengukuran, pemantauan, pengendalian dan sistem informasi manajemen risiko. Kelima proses tersebut dilakukan dan disesuaikan dengan kompleksitas dan usaha Bank. Dalam melaksanakan proses manajemen risiko tersebut, Bank fokus pada kualitas penerapan manajemen risiko yang merupakan sistem pengendalian risiko yang terdiri dari:

- Tata kelola risiko,
- Kerangka manajemen risiko,
- Proses manajemen risiko, sumber daya manusia, dan sistem informasi manajemen risiko,
- Pengendalian risiko.

Selain Kualitas Penerapan Manajemen Risiko diatas, Bank juga senantiasa mengelola Risiko Inheren dengan baik. Profil risiko Bank juga senantiasa dikelola dengan baik. Profil risiko Bank Victoria terdiri dari risiko inheren dan kualitas penerapan manajemen risiko, yaitu risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko hukum, risiko reputasi, risiko strategik, dan risiko kepatuhan.

RISIKO KREDIT

Risiko kredit adalah Risiko akibat kegagalan debitur dan/atau pihak lain dalam memenuhi kewajiban kepada Bank. Pada sebagian besar Bank, pemberian kredit merupakan sumber Risiko. Secara umum eksposur Risiko Kredit merupakan salah satu eksposur Risiko utama sehingga kemampuan Bank untuk mengidentifikasi, mengukur, memantau, dan mengendalikan Risiko Kredit serta menyediakan modal yang cukup bagi Risiko tersebut sangat penting. Risiko Kredit dapat meningkat karena terkonsentrasinya penyediaan dana, antara lain pada debitur, wilayah geografis, produk, jenis pembiayaan, atau lapangan usaha tertentu.

Tujuan dari Manajemen Risiko Kredit adalah untuk memastikan bahwa aktivitas penyediaan dana Bank tidak terekspos pada risiko kredit yang dapat menimbulkan kerugian pada Bank.

Strategi Manajemen Risiko untuk Aktivitas yang Memiliki Eksposur Risiko Kredit yang Signifikan

Bank juga menetapkan strategi manajemen risiko untuk aktivitas yang memiliki eksposur risiko kredit yang signifikan. Terkait hal ini, Bank menetapkan strategi manajemen risiko yang disesuaikan dengan Rencana Bisnis Bank yang disusun secara realistis dan komprehensif dengan mempertimbangkan:

DISCLOSURE OF RISK EXPOSURE OF BANK VICTORIA

The Bank realizes that the Bank's operational and business activities can have an impact to the stakeholders. Therefore, the Bank has implemented a comprehensive risk management system in carrying out its operational and business activities. The important components of this risk management process are risk identification, measurement, monitoring, control, and risk management information system. These five components are carried out and adapted to the Bank's complexity and business. In carrying out the risk management process., the Bank focuses on the quality of risk management implementation, which is a risk control system consisting of:

- Risk governance,
- Risk management framework,
- Risk management process, human resources, and risk management information systems,
- Risk control.

In addition to the Quality of Risk Management Implementation mentioned above, the Bank always manages Inherent Risk properly. The Bank's risk profile is also well managed. Bank Victoria's risk profile consists of inherent risk and quality of risk management implementation, which includes credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, and compliance risk.

CREDIT RISK

Credit Risk means a risk due to the failure of the debtor and/or other parties in fulfilling obligations to the Bank. In most banks, credit provision due to debtor failure, credit concentration risk, counterparty credit risk, and settlement risk. Failure to manage this risk is a source of risk. In general, Credit Risk exposure is one of the main Risk exposures, therefore, the Bank's ability to identify, measure, monitor, and control Credit Risk and provide sufficient capital for these Risks is very important. Credit Risk can increase due to a concentration of fund provision, among others, on debtors, geographical territories, products, types of financing, or certain business fields.

The purpose of Credit Risk Management is to ensure that the activity of providing Bank funds is not exposed to Credit Risk which can cause losses to the Bank.

Risk Management Strategy for Activities with Significant Exposure to Credit Risk

The Bank also determines risk management strategy for activities with significant exposure to credit risk. In this regard, the Bank sets out risk management strategies tailored to the Bank's Business Plan, which is prepared in a realistic and comprehensive manner by considering:

- a. Ketentuan Regulator tentang Rencana Bisnis Bank;
- b. Pertumbuhan ekonomi disesuaikan dengan perkiraan pertumbuhan ekonomi makro;
- c. Proyeksi pertumbuhan kredit industri perbankan;
- d. Prinsip kehati-hatian serta prinsip perbankan yang sehat dalam penyaluran kredit.

Kebijakan Pengelolaan Risiko Konsentrasi Kredit

Risiko konsentrasi kredit timbul ketika sejumlah debitur dalam aktivitas usaha yang sejenis atau memiliki kegiatan usaha dalam wilayah geografis yang sama, atau memiliki karakteristik yang sejenis dan dapat menyebabkan kemampuan nasabah untuk memenuhi kewajiban kontraktualnya sama-sama dipengaruhi oleh perubahan kondisi ekonomi ataupun kondisi lainnya.

Bank mengelola risiko konsentrasi kredit dengan melakukan diversifikasi portofolio kredit dan penyebaran risiko yang timbul dari berbagai sektor industri atau sektor ekonomi. Terkait hal ini, Bank melakukan:

- a. Penetapan limit berdasarkan sektor ekonomi berdasarkan analisa makro ekonomi melalui penetapan limit yang dituangkan dalam Rencana Bisnis Bank;
- b. Analisa risiko konsentrasi kredit dilakukan sesuai profil portofolio yang dikelola Bank dengan mempertimbangkan berbagai dampak perubahan dari indikator ekonomi yang dapat mempengaruhi pemberian kredit pada sektor ekonomi tertentu; dan
- c. Analisa pergerakan *non performing loan* (NPL) pada tiap sektor bisnis dan industri.

Untuk mendukung hal tersebut, Bank telah memiliki kebijakan dan pedoman perkreditan yang dituangkan dalam pedoman dan prosedur perkreditan, baik secara umum maupun prosedur kreditan per segmen bisnis. Kebijakan dan pedoman perkreditan tersebut memberikan petunjuk secara lengkap dan komprehensif atas kegiatan manajemen kredit dari saat pengajuan kredit, proses analisis, persetujuan, pemantauan, pendokumentasian, pengendalian dan penyelamatan/restrukturisasi. Kebijakan dan prosedur tersebut dievaluasi dan disempurnakan secara berkala untuk disesuaikan dengan skala dan kompleksitas bisnis Bank.

Organisasi Manajemen Risiko Kredit serta Pengukuran dan Pengendalian Risiko Kredit

Bank melakukan pengukuran dan pengendalian terhadap risiko kredit di antaranya melalui:

- a. Pengelolaan risiko kredit dilakukan oleh Bank secara terus-menerus dan berkesinambungan melalui pengkinian kebijakan, sistem dan prosedur mengenai penyediaan dana secara berkala, limit kredit per sektor, kualitas kredit secara keseluruhan maupun per sektor, dan penyelamatan/ penyelesaian kredit bagi debitur yang bermasalah;
- b. Melakukan pemisahan-pemisahan wewenang dan tanggung jawab dalam rangka pengendalian risiko kredit, seperti:
 - Kerangka Delegasi Wewenang Kredit untuk memastikan bahwa pengambilan keputusan atas risiko utama hanya dilakukan oleh Komite Kredit dan Komite Kebijakan Perkreditan untuk memastikan standar pengendalian Bank dan tujuan risiko terpenuhi;

- a. Regulatory provisions on the Bank's Business Plan;
- b. Economic growth which is adjusted to macroeconomic growth estimates;
- c. Projected loan growth of banking industry;
- d. Prudential principles and sound banking principles in lending.

Credit Concentration Risk Management Policy

Credit concentration risk arises when a number of debtors in similar business activities or have business activities in the same geographical area, or have similar characteristics and can cause the ability of customers to fulfill their contractual obligations are equally affected by changes in economic conditions or other conditions.

The Bank manages the credit concentration risk by diversifying its credit portfolio and spreading the risks arising from various industrial sectors or economic sectors. In this regard, the Bank conducts:

- a. Determination of limits based on economic sector in accordance with macroeconomic analysis through the determination of limits set forth in the Bank's Business Plan;
- b. The credit concentration risk analysis is conducted according to the portfolio managed by the Bank by considering the various impacts of changes from various economic indicators that may affect the lending of certain economic sectors; and
- c. Analysis of the movement of non-performing loans (NPL) in each business and industry sector.

To support these matters, the Bank has credit policy and guidance as set forth in the guidelines and procedures of credit, in general as well as credit procedures per business segment. The credit policies and guidelines provide complete and comprehensive guidance on credit management activities from the time of credit submission, analysis process, approval, monitoring, documentation, control, and restructuring. Such policies and procedures are regularly evaluated and revised to suit the Bank's scale and complexity.

Credit Risk Management Organization and Credit Risk Measurement and Control

The Bank conducts measurements and controls against credit risk among others through:

- a. Continuous and sustainable management of credit risk by the Bank through regular updating of policies, systems, and procedures on the provision of funds, credit limit per sector, credit quality as a whole and per sector, and credit rescue/settlement for non-performing borrowers;
- b. Separate the authority and responsibility for credit risk control, such as:
 - The Framework of the Delegation of Credit Authority to ensure that decision on main risk is made only by the Credit Committee and the Credit Policy Committee to ensure that the Bank's control standards and risk objectives are met;

- Menerapkan *four eyes principle* yang merupakan prinsip utama yang mendasari pengambilan keputusan kredit dengan melibatkan unit bisnis dan unit kerja lainnya, dengan pemisahan wewenang dan tanggung jawab, yaitu:
 - Divisi Bisnis adalah unit bisnis yang melaksanakan usulan/aktivitas pemberian kredit atau penyediaan dana dan pengawasan debitur dalam perhatian khusus;
 - Divisi *Credit Risk Review* adalah unit yang melakukan analisa dan evaluasi terhadap memorandum analisa kredit dan membuat rekomendasi terhadap proposal yang diusulkan oleh Divisi Bisnis;
 - Divisi *Compliance, KYC/Integrated and System Procedure* berfungsi untuk menjaga kepatuhan Bank dalam penyediaan dana;
 - Divisi *Special Asset Management* antara lain berfungsi untuk melakukan penanganan debitur bermasalah dan penyelesaian aset bermasalah, serta restrukturisasi;
- c. *Stress testing* risiko kredit untuk menilai ketahanan modal Bank dalam menghadapi penurunan kualitas kredit debitur.

Tagihan yang Jatuh Tempo dan Tagihan yang Mengalami Penurunan Nilai/*Impairment*

Bank menerapkan kebijakan tentang tagihan yang jatuh tempo dan tagihan yang mengalami penurunan nilai atau *impairment*, yang meliputi:

- a. Tagihan yang telah jatuh tempo, merupakan tagihan yang telah jatuh tempo lebih dari 90 hari, baik atas pembayaran pokok dan/atau pembayaran bunga; dan
- b. Tagihan yang mengalami penurunan nilai, yaitu suatu kondisi dimana terdapat bukti obyektif terjadinya peristiwa yang merugikan sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal kredit tersebut, dan peristiwa yang merugikan tersebut berdampak pada estimasi arus kas masa datang atas aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara handal.

Pendekatan dalam Pembentukan CKPN, serta Metode Statistik yang Digunakan

Bank menetapkan pendekatan yang digunakan untuk pembentukan cadangan kerugian penurunan nilai (CKPN) individual dan kolektif, serta metode statistik yang digunakan dalam perhitungan CKPN yang dijelaskan sebagai berikut.

- a. CKPN individual adalah penyisihan yang dibentuk untuk aset keuangan yang penurunan nilainya dievaluasi secara individual (CKPN dihitung dari selisih antara nilai wajar kini dan nilai wajar sebelum/*impair*).
- b. CKPN kolektif adalah penyisihan yang dibentuk untuk aset keuangan yang penurunan nilainya dievaluasi secara kolektif, yaitu aset keuangan yang penurunan nilainya tidak dievaluasi secara individual atau dievaluasi secara individual, namun tidak terdapat bukti obyektif penurunan nilai.
- c. Penentuan CKPN secara individual/kolektif akan ditentukan jenis evaluasi yang akan digunakan berdasarkan parameter nilai signifikansi (= atau >). Namun jika yang dievaluasi secara individual tidak dievaluasi secara kolektif, maka jika tidak ada bukti obyektif (dalam hal ini tunggakan/perubahan kolektibilitas ke NPL), maka akan dievaluasi secara kolektif.

- Applying the *four eyes principle* which is the main principle underlying the credit decision making by involving business units and other work units, with the separation of authority and responsibilities, namely:

- Business Division is a business unit implementing loan proposal/activity or provision of funds and supervision of debtor in special attention;
- Credit Risk Review Division is a unit that performs analysis and evaluation of credit analysis memorandum and makes recommendations to proposals proposed by the Business Division;
- Compliance, KYC/Integrated and System Procedure Division serves to maintain the Bank's compliance on the provision of funds;
- Special Asset Management Division, among others, serves to handle non-performing debtors and settlement of non-performing assets, and restructuring;

- c. Stress testing of credit risk to assess the Bank's capital resilience in handling decreasing quality of debtors' credit.

Matured Receivables and Impairment in Receivables

The Bank implements policies on maturity receivables and impaired receivables, which include:

- a. Matured receivables, is a bill that has been overdue more than 90 days, either on the principal payment and/or interest payment; and
- b. Impaired receivables, a condition in which there is an objective evidence of an adverse event occurring as a result of one or more events occurring after the initial recognition of such credit, and such adverse event has an impact on the estimated future cash flow of a financial asset or group of financial assets that can be estimated reliably.

Approach in the Formation of Provision for Impairment Loss (CKPN), and the Statistical Method Used

The Bank sets out the approach used for the provision for impairment loss (CKPN), individually and collectively, as well as the statistical methods used in calculating CKPN as described below.

- a. Individual CKPN is allowance established for financial asset in which its impairment is evaluated individually (CKPN is calculated from the difference between the present fair value and fair value before the impairment).
- b. Collective CKPN is allowance for financial asset in which its impairment is evaluated collectively, which is financial asset in which its impairment is not evaluated individually or evaluated individually but there is no objective evidence of impairment.
- c. Determination of individual/collective of CKPN will determine the type of evaluation to be used based on the parameter of significance value (= or >). However, if CKPN individually evaluated is not collectively evaluated, then there is no objective evidence (in this case arrears/collectability changes to the NPL), and therefore, it will be evaluated collectively.

Terkait pengungkapan, Bank Victoria telah memuat informasi berikut dalam Lampiran Pengungkapan Kuantitatif Eksposur Risiko.

- a. Tabel Pengungkapan Tagihan Bersih Berdasarkan Wilayah – Bank secara Individual
- b. Tabel Pengungkapan Tagihan Bersih Berdasarkan Wilayah – Bank secara Konsolidasi dengan Entitas Anak
- c. Tabel Pengungkapan Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak – Bank secara Individual
- d. Tabel Pengungkapan Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak – Bank secara Konsolidasi dengan Entitas Anak
- e. Tabel Pengungkapan Tagihan Bersih Berdasarkan Sektor Ekonomi – Bank secara Individual
- f. Tabel Pengungkapan Tagihan Bersih Berdasarkan Sektor Ekonomi – Bank secara Konsolidasi dengan Entitas Anak
- g. Tabel Pengungkapan Tagihan dan Pencadangan Berdasarkan Wilayah – Bank secara Individual
- h. Tabel Pengungkapan Tagihan dan Pencadangan Berdasarkan Wilayah – Bank secara Konsolidasi dengan Entitas Anak
- i. Tabel Pengungkapan Tagihan dan Pencadangan Berdasarkan Sektor Ekonomi – Bank secara Individual
- j. Tabel Pengungkapan Tagihan dan Pencadangan Berdasarkan Sektor Ekonomi – Bank secara Konsolidasi dengan Entitas Anak
- k. Tabel Pengungkapan Rincian Mutasi Cadangan Kerugian Penurunan Nilai – Bank secara Individual
- l. Tabel Pengungkapan Rincian Mutasi Cadangan Kerugian Penurunan Nilai – Bank secara Konsolidasi dengan Entitas Anak

Pengungkapan Risiko Kredit dengan Pendekatan Standar (*standardized approach*) risiko kredit dengan berpedoman pada Peraturan Otoritas Jasa Keuangan No. 34/POJK.03/2016 tentang Perubahan Atas Peraturan Otoritas Jasa Keuangan No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum, serta Surat Edaran Otoritas Jasa Keuangan No. 42/SEOJK.03/2016 tentang Pedoman Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Kredit dengan Menggunakan Pendekatan Standar.

Kategori Portofolio yang Menggunakan Peringkat

Pengungkapan tagihan bersih berdasarkan kategori portofolio secara individual dan konsolidasi berdasarkan bobot risiko setelah memperhitungkan dampak mitigasi risiko kredit dan skala peringkat Bank secara individual dan konsolidasi.

Lembaga Pemeringkat yang Digunakan

Bank menggunakan peringkat yang diterbitkan oleh lembaga pemeringkat yang diakui sesuai dengan peraturan Otoritas Jasa Keuangan seperti diatur dalam Surat Edaran Otoritas Jasa Keuangan No. 37/SEOJK.03/2016 tentang Lembaga Pemeringkat dan Peringkat yang diakui Otoritas Jasa Keuangan, antara lain: *Moody's*, *Standard & Poor's*, *Fitch*, *Pefindo*, *Moody's Indonesia*, dan *Fitch Indonesia*.

Terkait pengungkapan, Bank Victoria telah memuat informasi berikut dalam Lampiran Pengungkapan Kuantitatif Eksposur Risiko.

- a. Tabel Pengungkapan Tagihan Bersih Berdasarkan Kategori Portofolio dan Skala Peringkat – Bank secara Individual

Related to the disclosure, Bank Victoria has included the following information in Appendix on Quantitative Disclosure of Risk Exposure.

- a. Table of Disclosure of Net Receivables By Area – Bank, Individually
- b. Table of Disclosure of Net Receivables By Area – Bank, Consolidated with Subsidiaries
- c. Table of Disclosure of Net Receivables By Remaining Contract Period – Bank, Individually
- d. Table of Disclosure of Net Receivables By Remaining Contract Period – Bank, Consolidated with Subsidiaries
- e. Table of Disclosure of Net Receivables By Economic Sector – Bank, Individually
- f. Table of Disclosure of Net Receivables By Economic Sector – Bank, Consolidated with Subsidiaries
- g. Table of Disclosure of Receivables and Allowances By Area – Bank, Individually
- h. Table of Disclosure of Receivables and Allowances By Area – Bank, Consolidated with Subsidiaries
- i. Table of Disclosure of Receivables and Allowances By Economic Sector – Bank, Individually
- j. Table of Disclosure of Receivables and Allowances By Economic Sector – Bank, Consolidated with Subsidiaries
- k. Table of Disclosure of Detailed Changes in Allowances for Impairment Losses – Bank, Individually
- l. Table of Disclosure of Detailed Changes in Allowances for Impairment Losses – Bank, Consolidated with Subsidiaries

Disclosure of Credit Risk with a standardized approach of credit risk with reference to the Regulation of Financial Services Authority No. 34/POJK.03/2016 on Amendment to Financial Services Authority Regulation No. 11/POJK.03/2016 on Minimum Capital Requirement for Commercial Bank, and Circular Letter of Financial Services Authority No. 42/SEOJK.03/2016 on Guidelines on Calculation of Risk Weighted Assets (RWA) for Credit Risk by using Standard Approach.

Portfolio Category That Uses Rating

Disclosure of net receivables by portfolio categories individually and consolidated based on risk weighting after calculating the credit risk mitigation impacts and the Bank's rating scale on a individual and consolidated.

Rating Agency Used

The Bank uses ratings issued by rating agencies that are recognized in accordance with the regulations of the Financial Services Authority as stipulated in the Financial Services Authority Circular Letter No. 37/SEOJK.03/2016 on Rating Agencies and Ratings recognized by the Financial Services Authority, including: *Moody's*, *Standard & Poor's*, *Fitch*, *Pefindo*, *Moody's Indonesia*, and *Fitch Indonesia*.

Related to the disclosure, Bank Victoria has included the following information in Appendix on Quantitative Disclosure of Risk Exposure.

- a. Table of Disclosure of Net Receivables By Portfolio Category and Rating Scale – Bank, Individually

- b. Tabel Pengungkapan Tagihan Bersih Berdasarkan Kategori Portofolio dan Skala Peringkat – Bank secara Kondolidasi dengan Entitas Anak

Pengungkapan Risiko Kredit Pihak Lawan

Bank menerapkan pengungkapan risiko kredit pihak lawan (*counterparty credit risk*), termasuk jenis instrumen mitigasi yang lazim diterima atau diserahkan oleh Bank. *Counterparty credit risk* merupakan risiko yang timbul dari jenis transaksi derivatif *over the counter* (OTC) dan transaksi *repo/reverse repo*, baik pada posisi *trading book* maupun *banking book*. Meskipun demikian, Bank tidak memiliki eksposur transaksi derivatif *over the counter* (OTC) dan eksposur transaksi *repo/reverse repo*, baik pada posisi *trading book* maupun *banking book*.

Mitigasi Risiko Kredit dengan Menggunakan Pendekatan Standar

Dalam pemberian fasilitas kredit, Bank didukung oleh analisa kelayakan debitur guna menilai kemampuan debitur untuk mengembalikan semua kewajibannya. Bank menerima agunan sebagai jaminan kredit. Jaminan kredit harus memenuhi kriteria, seperti mempunyai nilai ekonomis, *marketable*, *transferable*, serta mempunyai nilai yuridis. Dalam praktiknya, diperlukan agunan sebagai *second way out*, dalam hal debitur tidak mampu mengembalikan kewajibannya.

- Kebijakan, prosedur, dan proses untuk Penilaian dan mengelola agunan.
Bank berpegang teguh pada peraturan otoritas yang berlaku dan telah dituangkan ke dalam kebijakan dan prosedur penilaian (*appraisal*) internal Bank serta pengelolaan internal Bank. Pengelolaan angunan merupakan perangkat pengendalian risiko yang diterapkan oleh Bank Guna melakukan mitigasi risiko kredit untuk meminimalisir dampak dari risiko yang terjadi.
- Pihak-pihak utama pemberi jaminan/garansi dan kelayakan kredit (*credit worthiness*) yang merupakan kemampuan perusahaan untuk memenuhi kewajiban kreditnya. Fokus utamanya terletak pada risiko, meliputi analisis likuiditas maupun solvabilitas. Alat analisis kredit dan kriterianya untuk penilaian meliputi beragam ketentuan (tanggal jatuh tempo), jenis, dan tujuan kontrak utangnya.
- Informasi tingkat konsentrasi yang ditimbulkan dari penggunaan teknik mitigasi risiko kredit.
Bank memiliki konsentrasi pada tagihan kepada korporasi dengan melakukan pengelolaan risiko konsentrasi kredit dengan menentukan limit untuk sektor industri untuk mengoptimalkan alokasi modal Bank pada suatu tingkat risiko/*risk appetite* dan *risk tolerance* yang bisa diterima.

Terkait pengungkapan, Bank Victoria telah memuat informasi berikut dalam Lampiran Pengungkapan Kuantitatif Eksposur Risiko.

- Tabel Pengungkapan Tagihan Bersih Berdasarkan Bobot Risiko Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit – Bank secara Individual
- Tabel Pengungkapan Tagihan Bersih Berdasarkan Bobot Risiko Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit – Bank secara Konsolidasi dengan Entitas Anak
- Tabel Pengungkapan Tagihan Bersih dan Teknik Mitigasi Risiko Kredit – Bank secara Individual

- b. Table of Disclosure of Net Receivables By Portfolio Category and Rating Scale – Bank, Consolidated with Subsidiaries

Disclosure of Counterparty Credit Risk

The Bank implements the disclosure of counterparty credit risk, including the type of mitigation instrument commonly accepted or submitted by the Bank. Counterparty credit risk is a risk arising from over the counter (OTC) derivative transaction and repo/reverse repo transactions, both in the trading book and banking book positions. However, the Bank has no exposure to over the counter (OTC) derivative transactions and repo/reverse repo transaction exposures, both in trading book and banking book positions.

Credit Risk Mitigation by Using Standardized Approach

In granting the credit facilities, the Bank is supported by debtor's eligibility analysis to assess the debtor's ability to return all of its obligations. The Bank receives collateral as credit guarantee. Credit guarantee must meet the criteria, such as having economic value, marketable, transferable, and have juridical value. In practice, collateral is required as a second way out, in the event that the debtor is unable to return its obligations.

- Policies, procedures, and processes for assessing and managing collateral.
The Bank adheres to the applicable regulatory authority and has been incorporated into the Bank's internal appraisal policies and procedures as well as the Bank's internal management. Collateral management is a risk control tool implemented by the Bank to mitigate credit risk in order to minimize the impact of the arising risks.
- The main parties are the provider of collateral/guarantee and credit worthiness which is the ability of the company to fulfill its credit obligations. The main focus lies in risk, including liquidity and solvency analysis. The credit analysis tool and its criteria for assessment include various terms (due date), type, and purpose of the debt contract.
- Information on the concentration level arising from the use of credit risk mitigation techniques.
The Bank has a concentration on receivables to the corporation by conducting credit concentration risk management by setting limits for industrial sector to optimize the Bank's capital allocation at an acceptable level of risk appetite and risk tolerance.

Related to the disclosure, Bank Victoria has included the following information in Appendix on Quantitative Disclosure of Risk Exposure.

- Table of Disclosure of Net Receivables By Risk Weight After Calculating Credit Risk Mitigation Impact – Bank, Individually
- Table of Disclosure of Net Receivables By Risk Weight After Calculating Credit Risk Mitigation Impact – Bank, Consolidated with Subsidiaries
- Table of Disclosure of Net Receivables and Credit Risk Mitigation Technique – Bank, Individually

- d. Tabel Pengungkapan Tagihan Bersih dan Teknik Mitigasi Risiko Kredit – Bank secara Kondolidasi dengan Entitas Anak

Pengungkapan Transaksi Sekuritisasi Aset

Pada posisi tanggal 31 Desember 2018, Bank memiliki eskposur pada efek beragun aset (EBA), dimana Bank bertindak sebagai pemodal.

Terkait pengungkapan, Bank Victoria telah memuat informasi berikut dalam Lampiran Pengungkapan Kuantitatif Eksposur Risiko.

- a. Tabel Pengungkapan Transaksi Sekuritisasi – Bank secara Individual
- b. Tabel Pengungkapan Transaksi Sekuritisasi – Bank Secara Konsolidasi dengan Entitas Anak

Pengungkapan Ringkasan Aktivitas Transaksi Sekuritisasi Aset Dalam Hal Bank Bertindak sebagai Kreditur Asal

Bank secara individu maupun konsolidasi tidak memiliki transaksi sekuritisasi aset dalam hal Bank bertindak sebagai kreditur asal.

Pengungkapan Kuantitatif Perhitungan ATMR Risiko Kredit dengan Pendekatan Standar

Berdasarkan kategori eksposur, sesuai pendekatan standar, Bank memiliki eksposur sebagai berikut :

a. Pengungkapan Eksposur Aset di Neraca

Terkait pengungkapan, Bank Victoria telah memuat informasi berikut dalam Lampiran Pengungkapan Kuantitatif Eksposur Risiko.

- Tabel Pengungkapan eksposur Aset di Neraca (Perhitungan ATMR Risiko Kredit Pendekatan Standar – Bank secara Individual)
- Tabel Pengungkapan eksposur Aset di Neraca (Perhitungan ATMR Risiko Kredit Pendekatan Standar – Bank secara Konsolidasi dengan Entitas Anak)

b. Pengungkapan Eksposur Kewajiban Komitmen/Kontinjensi pada Transaksi Rekening Administratif

Terkait pengungkapan, Bank Victoria telah memuat informasi berikut dalam Lampiran Pengungkapan Kuantitatif Eksposur Risiko.

- Tabel Pengungkapan Eksposur Kewajiban Komitmen Kontinjensi pada Transaksi Rekening Administrasi – Bank secara Individual
- Tabel Pengungkapan Eksposur Kewajiban Komitmen/Kontinjensi pada Transaksi Rekening Administratif – Bank secara Konsolidasi dengan Entitas Anak

c. Pengungkapan Eksposur yang Menimbulkan Risiko Kredit Akibat Kegagalan Pihak Lawan (Counterparty Credit Risk)

Pada posisi tanggal 31 Desember 2018, Bank secara individu maupun konsolidasi tidak memiliki eksposur yang menimbulkan risiko kredit akibat kegagalan pihak lawan (*counterparty credit risk*).

- d. Table of Disclosure of Net Receivables and Credit Risk Mitigation Technique – Bank, Consolidated with Subsidiaries

Disclosure of Asset Securitization Transaction

As per position of 31 December 2018, the Bank had an exposure on the asset-backed securities (EBA), where the Bank took action as investor.

Related to the disclosure, Bank Victoria has included the following information in Appendix on Quantitative Disclosure of Risk Exposure.

- a. Table of Disclosure of Securitization Transaction – Bank, Individually
- b. Table of Disclosure of Securitization Transaction – Bank, Consolidated with Subsidiaries

Disclosure of Summary of Asset Securitization Transaction Activity in the Event that Bank Acts as the Original Creditor

The Bank individually or in consolidated manner does not have asset securitization transactions in the event that Bank acts as the original creditor.

Disclosure of Quantitative Calculation of Credit Risk RWA with Standardized Approach

In accordance with the exposure category, as per standardized approach, the Bank has the following exposures.

b. Disclosure of Asset Exposure in the Balance Sheet

Related to the disclosure, Bank Victoria has included the following information in Appendix on Quantitative Disclosure of Risk Exposure.

- Table of Disclosure of Asset Exposure in the Balance Sheet (Calculation of RWA of Credit Risks by Standardized Approach) – Bank, Individually
- Table of Disclosure of Asset Exposure in the Balance Sheet (Calculation of RWA of Credit Risks by Standardized Approach) – Bank, Consolidated with Subsidiaries

b. Disclosure of Commitment/Contingency Liabilities Exposure in Administrative Account Transactions

Related to the disclosure, Bank Victoria has included the following information in Appendix on Quantitative Disclosure of Risk Exposure.

- Table of Disclosure of Commitment/Contingency Liabilities Exposure in Administrative Account Transactions - Bank Individually
- Table of Disclosure of Commitment/Contingency Liabilities Exposure in Administrative Account Transactions – Bank, Consolidated with Subsidiaries

c. Disclosure of Exposure Rising Credit Risk Due to Counterparty Credit Risk

As per position of 31 December 2018, the Bank, individually and in a consolidated manner, has no exposure that may cause credit risk due to counterparty credit risk.

d. Pengungkapan Eksposur yang Menimbulkan Risiko Kredit Akibat Kegagalan Setelmen (*Settlement Risk*)

Pada posisi tanggal 31 Desember 2018, Bank secara individu maupun konsolidasi tidak memiliki eksposur yang menimbulkan risiko kredit akibat kegagalan setelmen (*settlement risk*).

e. Pengungkapan Eksposur Sekuritisasi

Terkait pengungkapan, Bank Victoria telah memuat informasi berikut dalam Lampiran Pengungkapan Kuantitatif Eksposur Risiko.

- Tabel Pengungkapan Eksposur Sekuritisasi – Bank secara Individual
- Tabel Pengungkapan Eksposur Sekuritisasi – Bank secara Konsolidasi dengan Entitas Anak

f. Pengungkapan Total Pengukuran Risiko Kredit di Unit Usaha Syariah

Tidak terdapat eksposur pada Unit Usaha Syariah.

g. Pengungkapan Total Pengukuran Risiko Kredit

- Tabel Pengungkapan Total Pengukuran Risiko Kredit Bank secara Individual
- Tabel Pengungkapan Total Pengukuran Risiko Kredit - Bank secara Konsolidasi dengan Entitas Anak

d. Disclosure of Exposure Causing Credit Risk Due to Settlement Risk

As per position of 31 December 2018, the Bank, individually and in a consolidated manner, has no exposure that may cause credit risk due to settlement risk.

e. Disclosure of Securitization Exposure

Related to the disclosure, Bank Victoria has included the following information in Appendix on Quantitative Disclosure of Risk Exposure.

- Table of Disclosure of Securitization Exposure – Bank Individually
- Table of Disclosure of Securitization Exposure – Bank, Consolidated with Subsidiaries

f. Disclosure of Total Credit Risk Measurement in Sharia Business Unit

There is no exposure to Sharia Business Unit.

g. Disclosure of Total Credit Risk Measurement

- Table of Disclosure of Total Credit Risk Measurement - Bank, Individually
- Table of Disclosure of Total Credit Risk Measurement - Bank, Consolidated with Subsidiaries

RISIKO PASAR

Risiko Pasar adalah Risiko pada posisi neraca dan rekening administratif, termasuk transaksi derivatif, akibat perubahan secara keseluruhan dari kondisi pasar, termasuk Risiko perubahan harga *option*.

Tujuan utama Manajemen Risiko untuk Risiko Pasar adalah untuk meminimalkan kemungkinan dampak negatif akibat perubahan kondisi pasar terhadap aset dan permodalan Bank.

Manajemen Risiko Pasar tidak hanya terbatas pada pengelolaan risiko, namun juga pengawasan atas semua risiko yang dihadapi Bank akibat dari pergerakan faktor pasar (suku bunga dan nilai tukar). Risiko pasar timbul dari dua area yang berbeda dan dikelola secara terpisah. Area pertama, aktivitas trading di treasury (Risiko *Trading Book*) dan area kedua adalah aktivitas pada *balance sheet* Bank (khususnya risiko suku bunga pada *Banking Book*). Penerapan Manajemen Risiko Pasar mencakup pengelolaan kedua risiko tersebut.

Penerapan manajemen risiko pasar diantaranya dilakukan melalui langkah berikut.

- a. Pengelolaan risiko suku bunga terhadap posisi instrumen keuangan dalam *trading book* maupun *Banking book*.
- b. Membentuk *Assets and Liabilities Committee* (ALCO) dan Komite Investasi yang secara berkala membahas hal-hal terkait pengelolaan risiko pasar, baik pada posisi *trading book* maupun *Banking book*, agar Bank dapat melakukan pemantauan terhadap risiko ini secara rutin dan/atau berkala.
- c. Menerapkan prinsip *segregation of duties*, yaitu pemisahan fungsi dan tanggung jawab yang terdiri dari *front office*, *middle office*, dan *back office*. Prinsip *segregation of duties* yaitu memisahkan fungsi dan tanggung jawab.

MARKET RISK

Market Risk is a risk in balance sheet and administrative accounts, including derivative transactions, due to overall changes in market conditions, including the risk of changes in option prices.

The main objective of Risk Management for Market Risk is to minimize the possibility of negative impacts due to changes in market conditions on the Bank's assets and capital.

Market Risk Management is not only limited to risk management, but also supervision of all risks faced by the Bank as a result of movements in market factors (interest rates and exchange rates). Market risks arise from two different areas and are managed separately. First area, trading activities in treasury (Trading Book Risk) and the second area is activity on the Bank's balance sheet (specifically interest rate risk in the Banking Book). The application of Market Risk Management involves managing these two risks.

Implementation of market risk management is done, among others, through the following steps.

- a. Management of interest rate risk on the position of financial instruments in Trading Book and Banking Book.
- b. Establishing Assets and Liabilities Committee (ALCO) and the Investment Committee that regularly discuss matters related to market risk management, both in Trading book and Banking book positions, so that the Bank can monitor these risks regularly and/or periodically.
- c. Applying the principle of segregation of duties, which is the separation of functions and responsibilities consisting of front office, middle office, and back office. The principle of segregation of duties is to separate functions and responsibilities.

- d. Menerapkan beberapa metode untuk memitigasi kerugian yang dapat timbul dari risiko pasar, diantaranya melalui penetapan limit berdasarkan jenjang organisasi dan kebijakan mengenai *limit cut loss* sehingga lebih efektif dalam memonitor risiko pasar yang dihadapi Bank.
- e. Melakukan *early warning* dengan mengukur sensitivitas pendapatan bunga bersih atas pergerakan suku bunga. Bank akan terus mengembangkan dan mengkaji ulang limit-limit risiko pasar seiring dengan berkembangnya produk-produk serta aktivitas fungsional Bank yang berpotensi menimbulkan risiko pasar.
- f. Melakukan *stress testing* guna menilai ketahanan Bank dalam menghadapi perubahan suku bunga dan harga pasar, dengan skenario spesifik internal Bank.

Pengelolaan Portofolio *Trading Book* dan *Banking Book*, serta Metodologi Valuasi yang Digunakan

Trading book adalah pengelolaan portofolio seluruh posisi instrumen keuangan dalam neraca dan rekening *administrative*, termasuk transaksi derivatif yang dimiliki untuk:

- a. Tujuan diperdagangkan, dipindahtangankan dengan bebas, atau dilindung nilai secara keseluruhan, baik dari transaksi untuk kepentingan sendiri (*proprietary positions*) atas permintaan nasabah maupun untuk kegiatan perantara (*brokering*) dan dalam rangka pembentukan pasar (*market making*), yang meliputi:
 - Posisi yang dimiliki untuk dijual kembali dalam jangka pendek;
 - Posisi yang dimiliki untuk tujuan memperoleh keuntungan jangka pendek secara aktual dan/atau potensial dari pergerakan harga; dan
 - Posisi yang dimiliki untuk tujuan mempertahankan keuntungan arbitrase (*locking in arbitrage profits*).
 Terkait hal tersebut, Bank melakukan pengelolaan portofolio *trading book* dengan memantau limit-limit yang telah ditetapkan, seperti *limit cut loss* dan *stress test* penurunan harga surat berharga terhadap ketahanan modal.
- b. Tujuan lindung nilai atas posisi lainnya dalam *trading book*.

Banking book adalah semua posisi yang tidak termasuk dalam *trading book*. Bank melakukan pengelolaan portofolio *trading book* dan *banking book* berdasarkan pemenuhan/pengelolaan dari risiko likuiditas dan optimalisasi *idle fund*.

- c. Metodologi Valuasi/*mark-to-market*
Semua outstanding portfolio yang dimiliki oleh Bank harus diukur nilai pasarnya (*mark-to-market*) sesuai dengan harga (*price*) yang berlaku dan dibandingkan dengan *current market price*.

Mekanisme Pengukuran Risiko Pasar pada *Trading Book* maupun *Banking Book*

Bank telah menerapkan beberapa metode untuk memitigasi kerugian yang dapat timbul dari risiko pasar, diantaranya adalah penetapan limit-limit kegiatan unit bisnis untuk menjaga tingkat eksposur agar tetap sesuai dengan *risk appetite* Bank dan *stress test* ketahanan modal terhadap pergerakan faktor pasar yang sangat signifikan, serta mempersiapkan strategi yang diperlukan jika kondisi krisis tersebut terjadi.

- d. Applying several methods to mitigate losses that may arise from market risk, such as through the establishment of limits based on organizational level and policy on limit cut loss so that it is more effective in monitoring market risk faced by the Bank.
- e. Conducting an early warning by measuring the sensitivity of net interest income on interest rate movements. The Bank will continue to develop and review market risk limits in line with the development of the Bank's products and functional activities that may potentially cause market risk.
- f. Conducting stress testing to assess the Bank's resilience in facing changes in interest rates and market prices, with the Bank's internal specific scenario.

Portfolio Management of *Trading Book* and *Banking Book*, and Valuation Methodology Used

Trading book is the portfolio management of all positions of financial instruments in the balance sheet and administrative accounts, including derivative transactions held for:

- a. The purpose of trade, freely transferable, or hedged as a whole, either from proprietary positions transactions at the request of the customer or for brokering activities and in order to conduct market making, which includes:
 - Positions held for resale in the short term;
 - Positions held for the purpose of obtaining short-term profits in actual and/or potential of price movements; and
 - Position held for the purpose of locking in arbitrage profits.
 In regard to this, the Bank manages trading book portfolio by monitoring the predetermined limits, such as limit cut loss and stress test of the decrease of securities price to capital resilience.

- b. The purpose of hedging on other positions in the trading book.

Banking book is all positions that are not included in the trading book. The Bank manages the portfolio of trading book and banking book based on the fulfillment/management of liquidity risk and idle fund optimization.

- c. Valuation/*mark-to-market* methodology
All outstanding portfolios held by the Bank shall be measured (*mark-to-market*) according to the prevailing price and compared to the current market price.

Market Risk Measurement Mechanism in *Trading Book* and *Banking Book*

The Bank has adopted several methods to mitigate losses that may arise from market risk, including the determination of business unit activities limits to maintain exposure levels in line with the Bank's risk appetite and stress test of the capital endurance against significant market-factor movements, as well as to prepare necessary strategies if such crisis condition occurs.

Portofolio (*Trading dan Banking Book*) yang Diperhitungkan dalam KPMM

Dalam perhitungan ATMR untuk risiko pasar, Bank mengacu kepada Peraturan Otoritas Jasa Keuangan No. 34/POJK.03/2016 tentang Perubahan Atas Peraturan Otoritas Jasa Keuangan No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum, serta Surat Edaran Otoritas Jasa Keuangan No. 38/SEOJK.03/2016 tentang Pedoman Penggunaan Metode Standar Dalam Perhitungan Kewajiban Penyediaan Modal Minimum Bank Umum dengan Memperhitungkan Risiko Pasar.

Langkah Antisipasi Terhadap Risiko Pasar atas Transaksi Mata Uang Asing

Langkah-langkah dan rencana yang dilakukan untuk mengantisipasi risiko pasar atas transaksi yang terkait dengan risiko nilai tukar dan suku bunga adalah dengan melakukan penetapan dan kontrol limit risiko pasar, seperti *limit cut loss* serta melakukan *stress test*.

Terkait pengungkapan tersebut, Bank Victoria telah memuat informasi berikut dalam Lampiran Pengungkapan Kuantitatif Eksposur Risiko yaitu Tabel Pengungkapan Risiko Pasar dengan Menggunakan Metode Standar.

Pengungkapan Informasi mengenai *Interest Rate Risk in Banking Book* (IRRBB)

Bank mengendalikan risiko suku bunga pada *banking book* (IRRBB) dengan menggunakan analisa sensitivitas, seperti *maturity gap* serta analisa sensitivitas pada *net interest income* (NII) dan *economic value of equity* (EVE). Perangkat tersebut dapat memberikan indikasi atas risiko yang ada saat ini atau yang akan datang terhadap perspektif nilai ekonomis dan perspektif pendapatan Bank yang timbul dari pergerakan skenario suku bunga dalam kondisi *shock* sebesar 100 bps yang mempengaruhi posisi *banking book* pada Bank dan estimasi perubahan neraca Bank akibat adanya perubahan suku bunga sehingga mengakibatkan perubahan *net present value* dari aset dan kewajiban dalam skenario suku bunga pada kondisi *shock* sebesar 100 bps.

Terkait pengungkapan, Bank Victoria telah memuat informasi berikut dalam Lampiran Pengungkapan Eksposur Risiko yang disusun Bank dalam rangka pemenuhan ketentuan mengenai penilaian tingkat kesehatan Bank Umum dan penerapan manajemen risiko bagi Bank Umum.

- Tabel Pengungkapan Eksposur *Interest Rate Risk in Banking Book* (IRRBB) – Bank secara Individual
- Tabel Pengungkapan Eksposur *Interest Rate Risk in Banking Book* (IRRBB) – Bank secara Konsolidasi dengan Entitas Anak

RISIKO LIKUIDITAS

Risiko likuiditas adalah risiko akibat ketidakmampuan Bank dalam memenuhi kewajiban yang jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan, tanpa mengganggu aktivitas dan kondisi keuangan Bank.

Bank menghadapi risiko likuiditas dari berbagai aspek usaha. Risiko likuiditas dapat timbul dari ketidaksesuaian arus kas antara Aset dan Kewajiban Bank. Pengelolaan risiko likuiditas yang baik adalah salah satu faktor utama keberhasilan Bank dalam menjalankan usahanya.

The Portfolio (*Trading and Banking Book*) Calculated in CAR

In calculating RWA for market risks, the Bank refers to Financial Services Authority Regulation No. 34/POJK.03/2016 on Amendment to Financial Services Authority Regulation No. 11/POJK.03/2016 on Minimum Capital Requirement for Commercial Bank, and Circular Letter of Financial Services Authority No. 38/SEOJK.03/2016 on Guidelines on the Use of Standardized Method in Calculating the Minimum Capital Requirement for Commercial Bank by Calculating Market Risk.

Anticipation Steps Against Market Risk on Foreign Currency Transactions

Steps and plans taken to anticipate market risks on transactions related to exchange rate and interest rate risks are establishing and controlling market risk limits, such as limit for cut loss and stress testing.

Related to such disclosure, Bank Victoria has included the following information in the Appendix of Quantitative Disclosure of Risk Exposure, which is the Table of Market Risk Disclosure by Using Standardized Method.

Disclosure of Information on the *Interest Rate Risk in Banking Book* (IRRBB)

The Bank controls interest rate risk in banking book (IRRBB) by using sensitivity analysis, such as maturity gap and sensitivity analysis on net interest income (NII) and economic value of equity (EVE). This tool may provide an indication of the current or future risks to the perspective of economic value and the Bank's revenue perspective arising from interest rate scenario movements in a 100 bps shock condition affecting the Bank's book position and the estimated changes in the Bank's balance sheet due to changes in interest rates resulting in changes in net present value of assets and liabilities in the interest rate scenario at 100 bps shock condition.

Related disclosure, Bank Victoria has included the following information in the Appendix on Risk Exposure Disclosure prepared by the Bank in order to comply with the provisions on the rating of soundness of Commercial Bank and the implementation of risk management for Commercial Bank.

- Table of Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure – Bank, Individually
- Table of Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure – Bank, Consolidated with Subsidiaries

LIQUIDITY RISK

Liquidity risk is a risk from the inability of the Bank to fulfill past due obligations using cash flow as source of fund and/or high-quality liquid assets that can be pledged, without disturbing the Bank's activity and financial condition.

The Bank faces liquidity risk from various business aspects. Liquidity risk can arise from a mismatch of cash flows between the Bank's Assets and Liabilities. Good liquidity risk management is one of the main factors of the Bank's success in carrying out its business.

Secara garis besar, pengelolaan Risiko Likuiditas Bank memperhatikan hal-hal berikut:

- Karakteristik dan sumber risiko likuiditas yang beragam.
- Strategi pendanaan yang sesuai (termasuk variasi sumber pendanaan).

Risiko Likuiditas merupakan salah satu hal yang utama dalam manajemen risiko Bank sehingga penerapan Manajemen Risiko Likuiditas harus dilakukan secara berkelanjutan

Melalui pengelolaan yang sehat, kemungkinan masalah likuiditas yang serius dapat mempengaruhi kelangsungan usaha Bank. Adapun risiko likuiditas dikategorikan menjadi:

- a. Risiko likuiditas pasar, yaitu risiko yang timbul karena Bank tidak mampu melakukan *off setting* posisi tertentu dengan harga pasar; dan
- b. Risiko likuiditas pendanaan, yaitu risiko yang timbul karena Bank tidak mampu mencairkan asetnya atau memperoleh pendanaan dari sumber dana lainnya.

Tujuan utama manajemen risiko untuk risiko likuiditas adalah untuk meminimalkan kemungkinan ketidakmampuan Bank dalam memperoleh sumber pendanaan arus kas. Bank telah memiliki kebijakan dan prosedur yang memadai dalam melaksanakan manajemen risiko likuiditas. Kebijakan dan prosedur tersebut menjadi pedoman Bank dalam mengelola risiko likuiditas.

Dalam praktiknya, manajemen risiko likuiditas dilakukan unit pendanaan sedangkan fungsi dari Divisi *Risk Management/Integrated* adalah melakukan pemantauan terhadap pelaksanaan manajemen likuiditas yang diterapkan, diantaranya melalui pengukuran yang digunakan oleh Bank dalam mengelola risiko likuiditas, seperti rasio-rasio likuiditas sebagai indikator peringatan dini (*early warning indicator*), melakukan pemantauan secara berkala terhadap stabilitas pendanaan inti (*core deposits*) melalui analisa terhadap volatilitasnya. Di samping itu, Divisi *Risk Management/Integrated* secara berkala juga melakukan *stress testing* terhadap kondisi likuiditas dengan menggunakan asumsi *bank specific crisis* maupun *general market crisis* untuk mengetahui ketahanan likuiditas Bank.

Untuk menghadapi krisis likuiditas, Bank telah memiliki *Contingency Funding Plan* (CFP) yang secara formal menetapkan strategi untuk menghadapi krisis likuiditas dan prosedur untuk menutup defisit arus kas dalam situasi darurat.

Contingency Funding Plan mencakup kebijakan, strategi, prosedur dan rencana tindak (*action plan*) untuk memastikan kemampuan Bank memperoleh sumber pendanaan yang diperlukan secara tepat waktu dan dengan biaya yang wajar. Dokumen tersebut disosialisasikan kepada unit-unit terkait agar masing-masing dapat memahami tugas dan tanggung jawabnya masing-masing.

Pengungkapan Nilai LCR (*Liquidity Coverage Ratio*)

Pada posisi tanggal 31 Desember 2018, Bank tidak memiliki pengungkapan terhadap Liquidity Covered Ratio (LCR), sesuai POJK No. 42/POJK.03/2015 Tentang Kewajiban Pemenuhan Rasio Kecukupan Likuiditas bagi Bank Umum, Bank kelompok BUKU 2 tidak diwajibkan menyusun dan mempublikasikan Laporan LCR.

Broadly speaking, the management of Bank Liquidity Risk pays attention to the following matters:

- Diverse characteristics and sources of liquidity risk.
- Appropriate funding strategies (including variations in funding sources).

Liquidity Risk is one of the main matters in the Bank's risk management so that the implementation of Liquidity Risk Management shall be carried out on an ongoing basis.

Through sound management, the possibility of serious liquidity problems that may affect the Bank's business continuity. The liquidity risk is categorized into:

- a. Market liquidity risk, which is risk arising due to the Bank is unable to offset certain positions at market prices; and
- b. Funding Liquidity Risk is the risk arising due to the Bank is unable to withdraw the assets or obtain funding from other sources of funds.

The main objective of risk management for liquidity risk is to minimize the possibility of the Bank's inability to obtain source of fund for cash flow. The Bank already has adequate policies and procedures in implementing liquidity risk management. These policies and procedures serve as guidelines for the Bank in managing the liquidity risks.

In practice, liquidity risk management is carried out by funding unit, while the Risk Management/Integrated Division serves to monitor the implementation of liquidity management, among others through measurement used by the Bank in managing liquidity risk, such as liquidity ratios as an early warning indicator, conducting periodic monitoring of core deposits stability through analysis of its volatility. In addition, the Risk Management/Integrated Division also periodically conducts stress testing on liquidity conditions using bank specific crisis assumption and general market crisis to determine the Bank's liquidity resilience.

To deal with liquidity crisis, the Bank already has a Contingency Funding Plan (CFP) that formally sets out strategies to deal with liquidity crisis and procedures to cover cash flow deficits in emergency situations.

The Contingency Funding Plan document includes policies, strategies, procedures, and action plans to ensure the Bank's ability to obtain the necessary source of fund in a timely manner and at a reasonable cost. The document is disseminated to the relevant units so that each unit can understand their respective duties and responsibilities.

Disclosure of LCR (*Liquidity Coverage Ratio*) Value

At the position of 31 December 2018, the Bank did not have disclosure of Liquidity Coverage Ratio (LCR), in accordance with FSA Regulation No. 42/POJK.03/2015 on the Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks, banks of BUKU 2 group are not required to compile and publish LCR Reports.

Terkait pengungkapan, Bank Victoria telah memuat informasi berikut dalam Lampiran Pengungkapan Kuantitatif Eksposur Risiko.

- Tabel Pengungkapan Profil Maturitas Rupiah – Bank secara Individual
- Tabel Pengungkapan Profil Maturitas Rupiah – Bank secara Konsolidasi dengan Entitas Anak
- Tabel Pengungkapan Profil Maturitas Valas – Bank secara Individual
- Tabel Pengungkapan Profil Maturitas Valas – Bank secara Konsolidasi dengan Entitas Anak

RISIKO OPERASIONAL

Definisi risiko operasional adalah risiko akibat telah diatur pada Peraturan OJK no 18/POJK 03/2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum, yaitu risiko yang disebabkan oleh ketidakcukupan dan/atau tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem, dan/atau adanya kejadian-kejadian eksternal yang mempengaruhi berdampak pada kegiatan operasional Bank.

Tujuan utama Manajemen Risiko untuk Risiko Operasional adalah untuk meminimalkan kemungkinan dampak negatif dari tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem, dan/atau kejadian-kejadian eksternal.

Pendekatan Bank terhadap manajemen risiko operasional adalah dengan menentukan strategi dan mitigasi guna memperoleh keseimbangan yang optimal antara paparan risiko operasional, efektivitas mekanisme kontrol dan pembuatan *risk appetite* sebagai salah satu strategi Bank dengan melakukan implementasi yang konsisten atas kerangka kerja Manajemen Risiko Operasional.

Penerapan manajemen risiko operasional banyak melibatkan berbagai pihak dalam Bank melalui penerapan pertahanan berlapis (*three lines of defense*) yang berfungsi sebagai berikut.

- Unit bisnis dan unit pendukung berperan sebagai *risk taker* merupakan *first line of defense*. Unit kerja terdepan ini merupakan unit kerja yang melaksanakan pengelolaan risiko operasional secara harian pada masing-masing unit kerja. Pengelolaan pada *risk taker* ini dilaksanakan dalam rangka meningkatkan kesadaran pada masing-masing unit kerja tentang peran penting pengelolaan risiko operasional pada saat menjalankan aktivitas operasional Bank.
- Pengelolaan risiko juga didukung dengan *second line of defense* yang dijalankan oleh Divisi *Risk Management/Integrated* sebagai unit kerja yang melakukan fungsi pengawasan atas risiko operasional melalui pemantauan indikator risiko operasional, memberikan masukan kepada unit *first line of defense* dalam pengelolaan risiko yang mereka lakukan, memantau dan menyampaikan masalah risiko operasional kepada Komite Manajemen Risiko, serta memastikan pengelolaan risiko telah sesuai penerapan manajemen risiko operasional.
- Divisi Audit Internal/*Integrated and Anti Fraud* sebagai *third line of defense* yang akan mengevaluasi kecukupan dan efektivitas penerapan manajemen risiko dan pengendalian internal serta meyakinkan risiko operasional telah dikelola dengan baik.

Related to the disclosure, Bank Victoria has included the following information in Appendix on Quantitative Disclosure of Risk Exposure.

- Table of Disclosure of Rupiah Maturity Profile - Bank, Individually
- Table of Disclosure of Rupiah Maturity Profile - Bank, Consolidated with Subsidiaries
- Table of Disclosure of Foreign Exchange Maturity Profile - Bank, Individually
- Table of Disclosure of Foreign Exchange Maturity Profile - Bank, Consolidated with Subsidiaries

OPERATIONAL RISK

The definition of operational risk is the risk that has been regulated in FSA Regulation No. 18/POJK 03/2016 on Implementation of Risk Management for Commercial Banks, which is risk caused by insufficient and/or malfunctioning internal processes, human errors, system failures, and/or the existence of external events that affect the Bank's operational activities.

The main objective of Risk Management for Operational Risk is to minimize the possible negative impacts of non-functioning internal processes, human errors, system failures, and/or external events.

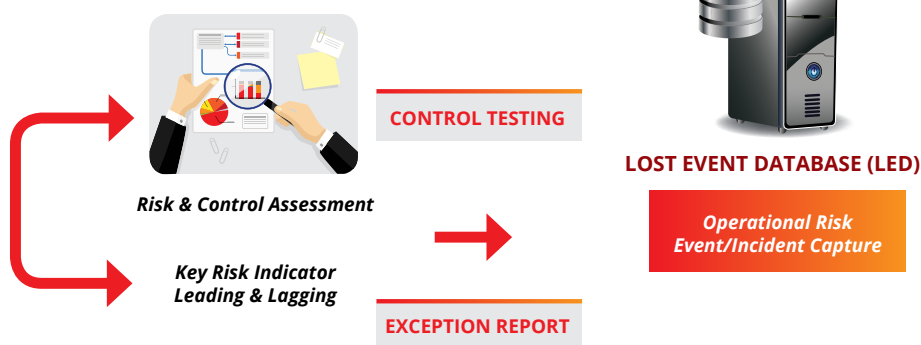
The Bank's approach to operational risk management is to determine strategy and mitigation in order to obtain an optimal balance between operational risk exposure, effectiveness of control mechanism, and creation of risk appetite as one of the Bank's strategies by consistently implementing the Operational Risk Management framework.

The implementation of operational risk management involves many parties within the Bank through the implementation of three lines of defense which function as follows.

- Business units and support units acting as risk taker are the first line of defense. This frontline work unit is a unit that operates daily operational risk management in each work unit. The management of risk taker is implemented in order to raise awareness of each work unit about the important role of operational risk management when conducting the Bank's operational activities.
- Risk management is also supported by the second line of defense performed by the Risk Management/Integrated Division as a work unit that performs operational risk control functions through monitoring operational risk indicators, providing input to the first line of defense units in their risk management, monitoring and submitting the operational risk issues to the Risk Management Committee, and ensuring that risk management is already in line with the implementation of operational risk management.
- The Internal Audit/Integrated and Anti Fraud Division is the third line of defense that will evaluate the adequacy and effectiveness of risk management and internal control implementation and assure that the operational risk has been well managed.

Pengelolaan risiko operasional yang efektif dapat menekan kerugian akibat aktivitas fungsional risiko operasional. Dalam rangka melakukan proses identifikasi dan pengukuran risiko, Bank menerapkan perangkat manajemen risiko operasional, yakni *Risk Register* yang bertujuan untuk mengidentifikasi risiko-risiko pada aktivitas fungsional risiko operasional sehingga kerugian maksimum yang mungkin timbul di masa mendatang dapat diminimalisir. *Risk Register* yang dipergunakan untuk pelaksanaan manajemen risiko operasional sebagai berikut.

a. *Risk and Control Self Assessment (RCSA)*



RCSA merupakan *tools* untuk mengidentifikasi dan mengukur risiko operasional yang bersifat kualitatif dan prediktif dengan menggunakan dimensi dampak dan kemungkinan kejadian. RCSA umumnya difokuskan pada risiko-risiko yang memiliki dampak yang besar terhadap kemampuan Bank dalam menjaga kelangsungan bisnis dan operasional. Proses penilaian risiko dilakukan dengan melakukan penilaian sendiri (*self assessment*) tentang evaluasi tingkat risiko, yang mencakup kemungkinan kejadian, besarnya dampak dan tingkat efektivitas *control*. Selanjutnya, RCSA mendeteksi kecukupan *internal control* Bank untuk mencegah penyimpangan/kegagalan yang terjadi, serta menerapkan pengendalian risiko operasional yang tepat untuk mengelola risiko operasional agar tetap berada dalam tingkatan toleransi risiko operasional.

b. *Key Risk Indicator (KRI)*

KRI adalah perangkat yang lazim digunakan untuk mengidentifikasi dan menganalisis risiko sejak dini (*early warning*) atas naik-turunnya indikator-indikator tingkat risiko operasional yang melekat pada setiap aktivitas bisnis dan operasional Bank. Manfaat KRI antara lain dapat memantau dan memprediksi eksposur risiko operasional, mengidentifikasi perubahan profil risiko operasional. Indikator risiko utama memberikan informasi tentang risiko potensial kerugian di masa depan. Ambang batas (pemicu) dapat didefinisikan untuk KRI dan dapat berfungsi sebagai indikator dalam sistem peringatan dini.

c. *Loss Event Database (LED)*

LED merupakan alat/perangkat manajemen risiko operasional yang digunakan untuk mencatat/mengelola data kejadian yang telah terjadi dalam operasional Bank. *Database* kerugian, baik yang bersifat potensial maupun aktual, penting dalam proses penyusunan model pengukuran kerugian risiko operasional dan sebagai alat untuk melakukan validasi setiap proses penilaian risiko atau prediksi risiko.

Effective operational risk management can reduce losses due to functional activity of the operational risk. In order to carry out the risk identification and measurement process, the Bank applies operational risk management tools, namely *Risk Register* aimed to identify risks in functional activities of the operational risk so that maximum losses that may arise in the future can be minimized. *Risk Register* used for the implementation of operational risk management are as follows.

a. *Risk and Control Self Assessment (RCSA)*

RCSA is a tool for identifying and measuring operational risks that are qualitative and predictive using the dimensions of impact and possible events. RCSA is generally focused on those risks that have a major impact on the Bank's ability to maintain its business and operational sustainability. The risk assessment process is carried out by conducting self-assessment of risk level evaluation, including possible events, magnitude of impacts, and control effectiveness level. Furthermore, the RCSA detects the adequacy of the Bank's internal controls to prevent any deviations/failures, and to apply appropriate operational risk controls to manage operational risk in order to stay within the operational risk tolerance level.

b. *Key Risk Indicator (KRI)*

KRI is a common tool used to identify and analyze early warning on the upward and downward movement of indicators of operational risk level that is inherent in every business activity and operation of the Bank. KRI benefits include monitoring and predicting operational risk exposures, identifying changes of operational risk profile. The main risk indicators provide information on the risk of potential losses in the future. Thresholds (triggers) can be defined for KRI and can serve as indicators in an early warning system.

c. *Loss Event Database (LED)*

LED is an operational risk management tool/instrument used to record/manage incident data occurred during the Bank's operations. The database of losses, both potential and actual, is important in the process of formulating a measurement model of operational risk loss and as a tool for validating every risk assessment or risk prediction process.

Untuk memitigasi risiko operasional yang ada, Bank telah melakukan peningkatan sumber daya manusia melalui pendidikan dan pelatihan secara berkelanjutan agar kemampuan karyawan dalam melaksanakan tugas dapat berjalan dengan lebih baik, melakukan evaluasi dan revisi atas kebijakan dan sistem prosedur yang sudah ada, memeriksa akses level dan limit-limit transaksi sesuai dengan tugas dan tanggung jawab masing-masing karyawan, mengembangkan teknologi informasi, serta menerapkan sistem pengendalian internal.

Untuk menjaga kelangsungan bisnis terhadap peristiwa yang tidak diinginkan, Bank telah melakukan *business continuity management* (BCM) dan melakukan pengujian minimal sekali dalam setahun. Bank juga telah memiliki lokasi *off site back up* yang digunakan pada saat pengujian BCM. Dalam penanggulangan bencana, maka pusat data (*data center*) dan pusat penanggulangan bencana (*disaster recovery center*) terdapat di dua lokasi berbeda di dalam negeri. Hal ini akan memungkinkan sistem-sistem penting, termasuk sistem inti, serta sistem pembayaran dan sistem pelaporan regulator untuk tetap berjalan jika terjadi bencana.

Dalam perhitungan ATMR untuk risiko operasional, Bank mengacu kepada Peraturan Otoritas Jasa Keuangan No. 34/POJK.03/2016 tentang Perubahan Atas Peraturan Otoritas Jasa Keuangan No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum dan Surat Edaran Otoritas Jasa Keuangan No. 24 /SEOJK.03/2016 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Operasional Dengan Menggunakan Pendekatan Indikator Dasar.

Terkait pengungkapan, Bank Victoria telah memuat informasi berikut dalam Lampiran Pengungkapan Kuantitatif Eksposur Risiko.

- Tabel Pengungkapan Kuantitatif Risiko Operasional – Bank secara Individual
- Tabel Pengungkapan Kuantitatif Risiko Operasional – Bank secara Konsolidasi dengan Entitas Anak

RISIKO HUKUM

Risiko hukum merupakan risiko akibat tuntutan hukum dan/atau kelemahan aspek yuridis. Risiko Hukum dapat bersumber antara lain dari kelemahan aspek yuridis yang disebabkan oleh lemahnya perikatan yang dilakukan oleh Bank, ketiadaan dan/atau perubahan peraturan perundang-undangan yang menyebabkan suatu transaksi yang telah dilakukan Bank menjadi tidak sesuai dengan ketentuan, dan proses litigasi baik yang timbul dari gugatan pihak ketiga terhadap Bank maupun Bank terhadap pihak ketiga.

Dalam Kerangka Kerja manajemen risiko dan merujuk pada regulasi yang berlaku, risiko hukum merupakan salah satu aspek penting yang pada hakikatnya bertujuan mengantisipasi risiko yang akan terjadi di masa yang akan datang.

Seiring dengan meningkatnya cakupan bisnis Bank dan perkembangan produk yang sangat dinamis yang juga dipengaruhi banyak faktor, maka tingkat risiko hukum menjadi bagian yang harus dikelola secara baik. Pada dasarnya tujuan utama dari penerapan manajemen risiko hukum adalah

To mitigate the existing operational risks, the Bank has improved its human resources through continuous education and training to enable employees to perform their tasks better, evaluate and revise the existing policies and systems of procedures, examine access levels and transaction limits in accordance with the duties and responsibilities of each employee, develop information technology, and implement internal control system.

To maintain business continuity against undesired events, the Bank has undertaken business continuity management (BCM) and conducts testing at least once a year. The Bank also has an off site back up location used during the BCM test. In disaster management, data centers and disaster recovery centers are located at two different locations within the country. This will enable the critical systems, including core systems, as well as payment systems and regulatory reporting systems, to keep up with disaster.

In calculating RWA for operational risks, the Bank refers to Financial Services Authority Regulation No. 34/POJK.03/2016 on Amendment to the Financial Services Authority Regulation No. 11/POJK.03/2016 on Minimum Capital Requirement for Commercial Bank, and Circular Letter of Financial Services Authority Regulation No. 24/SEOJK.03/2016 on Calculation of Risk Weighted Assets (RWA) for Operational Risk by using Basic Indicator Approach.

Related to the disclosure, Bank Victoria has included the following information in Appendix on Quantitative Disclosure of Risk Exposure.

- Table of Disclosure of Operational Risk Quantitative - Bank Individually
- Table of Disclosure of Operational Risk Quantitative - Bank, Consolidated with Subsidiaries

LEGAL RISK

Legal Risk is a risk as a result of lawsuits and/or weakness of juridical aspect. Legal Risk can be sourced from, among others, weaknesses in the juridical aspects caused by weak commitments made by the Bank, absence and/or changes in laws and regulations that cause a transaction made by the Bank becomes not in accordance with the provisions, and litigation processes either arising from third party claims against the Bank or the Bank against third parties.

In the risk management framework and referring to the applicable regulations, legal risk is one of the important aspects which essentially aims to anticipate future risks.

Along with the increasing scope of the Bank's business and highly dynamic product development which is also influenced by many factors, the level of legal risk shall be managed properly. Basically the main purpose of the application of legal risk management is to ensure that the risk management

untuk memastikan bahwa proses manajemen risiko dapat meminimalisir kemungkinan dampak negatif dari kelemahan aspek yuridis, ketiadaan dan/atau perubahan peraturan perundang-undangan dan proses litigasi atas suatu aktivitas Bank dan Perusahaan Anak.

Secara umum, Bank memiliki satuan kerja hukum, yakni Divisi *Legal* sebagai unit yang mendukung dan memastikan penerapan manajemen risiko hukum secara efektif dengan bertanggung jawab langsung kepada Presiden Direktur. Divisi *Legal* bertindak sebagai *legal advisor* yang bertanggung jawab dalam memberikan pendapat hukum sesuai dengan kebutuhan dan permintaan dari unit-unit kerja, berdasarkan ketentuan hukum dan peraturan yang berlaku. Selain memberikan pendapat hukum kepada unit-unit terkait, Divisi *Legal* juga membantu mempersiapkan dokumen-dokumen yang berkaitan dengan perjanjian antara Bank dan nasabahnya dan memastikan agar dokumen-dokumen tersebut mengikat dengan sempurna. Selain itu, aktivitas dan produk baru yang akan ditawarkan Bank selalu melewati opini oleh Divisi *Legal*.

Untuk memitigasi risiko hukum tersebut, Divisi *Legal* telah melakukan berbagai langkah, antara lain:

- Melakukan standarisasi dokumen hukum yang terkait dengan produk atau fasilitas perbankan yang ditawarkan oleh Bank kepada masyarakat dibuat dengan mengacu kepada ketentuan peraturan perundangan yang berlaku, serta memperhatikan kepentingan aspek yuridis dari Bank;
- Pemberian opini hukum atas aktivitas dan produk baru yang akan diluncurkan;
- Memantau perkembangan kasus-kasus hukum yang terjadi dan memberikan perhatian khusus atas kasus hukum yang berpotensi menimbulkan kerugian secara signifikan;
- Memberikan informasi dan pengetahuan hukum kepada unit-unit terkait;
- Melakukan evaluasi atas dokumen-dokumen atau perjanjian-perjanjian guna mengamankan kepentingan hukum Bank;
- Meningkatkan kemampuan dan pengetahuan sumber daya manusia Divisi *Legal*, serta pengkajian atas perkara litigasi yang telah terjadi.

RISIKO STRATEJIK

Risiko stratejik adalah risiko akibat ketidaktepatan dalam pengambilan dan/atau pelaksanaan suatu keputusan stratejik, serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Ketidakmampuan Bank dalam melakukan penyusunan strategi yang tepat dapat menimbulkan kegagalan bisnis Bank di masa yang akan datang. Risiko ini juga mencakup kemampuan Bank dalam mengembangkan daya saing dan menciptakan keunggulan kompetitif Bank di tengah kompetisi perbankan yang semakin ketat. Oleh karena itu, Bank menerapkan manajemen risiko untuk risiko stratejik dengan tujuan utama untuk memastikan bahwa proses manajemen risiko dapat meminimalkan kemungkinan dampak negatif dari ketidaktepatan pengambilan keputusan stratejik dan kegagalan dalam mengantisipasi perubahan lingkungan bisnis.

process can minimize the possible negative impacts of juridical weaknesses, the absence and/or changes in laws and regulations, and the litigation process for an activity of the Bank and Subsidiaries.

In general, the Bank has a legal work unit, which is the Legal Division as a unit that supports and ensures the effective implementation of legal risk management by being directly accountable to the President Director. The Legal Division acts as legal advisor responsible for providing legal opinions in accordance with the needs and demands of the work units, under the applicable laws and regulations. In addition to providing legal opinions to related units, the Legal Division also helps prepare documents related to agreements between the Bank and its customers and ensures that the documents are fully binding. In addition, new activities and products that the Bank will offer always go through the Legal Division for advice.

To mitigate such legal risks, the Legal Division took various steps, including:

- Standardizing the legal documents related to banking products or facilities offered by the Bank to the public which will be made in accordance with the prevailing laws and regulations and taking into account the Bank's juridical aspect;
- Providing legal opinion on new activities and products to be launched;
- Monitoring the progress of legal cases and paying special attention to legal cases having the potential to cause significant losses;
- Providing legal information and knowledge to relevant units;
- Evaluating documents or agreements to safeguard the legal interests of the Bank;
- Improve the capabilities and knowledge of the Legal Division's human resources, as well as assessment of the litigation cases occurred.

STRATEGIC RISK

Strategic Risk is a risk as a result of incorrectness in making and/or implementing a strategic decision, as well as failure in anticipating changes in the business environment. The Bank's inability to formulate appropriate strategies may result in the failure of the Bank's business in the future. This risk also includes the Bank's ability to develop competitiveness and create a competitive advantage in the midst of increasingly tight banking competition. Therefore, the Bank implements risk management for strategic risk with the main objective of ensuring that the risk management process minimizes the potential negative impact of inaccuracy of strategic decision making and failure in anticipating changes in the business environment.

Penyusunan strategi Bank dituangkan dalam rencana bisnis Bank melalui serangkaian diskusi yang melibatkan jajaran manajemen. Kebijakan umum atau arahan strategis yang dirumuskan Bank dilakukan dalam perspektif jangka pendek maupun jangka menengah, yang dikaji ulang secara berkala minimal setahun sekali.

Bank selalu mengevaluasi kinerja bisnis dari waktu ke waktu yang disesuaikan dengan perubahan internal maupun eksternal Bank guna memperkecil risiko strategik Bank. Dalam pelaksanaannya, manajemen risiko strategik dilakukan oleh Divisi *Finance and Accounting* yang berada di bawah pengawasan aktif Manajemen Bank. Bank memiliki sistem pengendalian internal untuk manajemen risiko strategik mencakup pengawasan secara berkala atas kinerja Bank yang berdampak pada pendapatan usaha dan budaya pengendalian risiko strategik yang melibatkan seluruh lini bisnis Bank.

Toleransi penyimpangan terhadap target mendapat perhatian penuh dari manajemen. Selain itu, *monitoring* dan evaluasi atas pencapaian kinerja keuangan maupun kinerja lainnya juga menjadi perhatian manajemen, yang secara khusus menjadi pembahasan dalam rapat Direksi secara rutin setiap bulan atau antara Dewan Komisaris dengan Direksi.

Untuk memitigasi risiko, isu-isu strategik yang timbul akibat perubahan operasional dan lingkungan bisnis yang memiliki dampak buruk terhadap kondisi usaha atau kondisi keuangan Bank disampaikan kepada manajemen secara tepat waktu, disertai analisa dampak terhadap risiko strategik dan tindakan perbaikan/korektif yang diperlukan.

RISIKO KEPATUHAN

Risiko kepatuhan adalah risiko akibat Bank tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku. Kegagalan dalam mengelola risiko kepatuhan dapat menyebabkan Bank terkena sanksi dan denda dari regulator, sehingga dapat mempengaruhi tata kelola Bank.

Bank secara berkesinambungan berupaya untuk menumbuhkan dan mewujudkan terlaksananya budaya kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Bank, serta memastikan efektivitas fungsi kepatuhan Bank. Dalam hal ini, Divisi *Compliance, KYC/Integrated and System Procedure* yang bersifat independen terhadap satuan kerja operasional, perlu memastikan kepatuhan Bank. Divisi *Compliance, KYC/Integrated and System Procedure* juga bertanggung jawab terhadap penerapan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU dan PPT) di Bank dan sistem prosedur. Dalam pelaksanaannya, untuk mendukung efektifitas kepatuhan, Bank didukung oleh komite eksekutif yaitu Komite Pemantauan dan Pelaksanaan GCG.

Selain hal tersebut, penerapan manajemen risiko kepatuhan antara lain dengan:

- Mewujudkan terlaksananya budaya kepatuhan pada seluruh kegiatan usaha Bank di setiap jenjang organisasi, antara lain melalui pelaksanaan sosialisasi dan pelatihan atas ketentuan dan aturan yang berlaku, serta memberikan masukan dan saran kepada unit-unit lain untuk memastikan kepatuhan Bank;

The formulation of the Bank's strategy set forth in the Bank's business plan through a series of discussions involving management ranks. The general policy or strategic direction formulated by the Bank is conducted in short-term and medium-term perspectives, which are reviewed periodically at least once a year.

The Bank always evaluates the business performance from time to time in accordance with the Bank's internal and external changes to minimize the Bank's strategic risks. In practice, strategic risk management is performed by the Finance and Accounting Division which is under active supervision of the Bank's Management. The Bank has an internal control system for the strategic risk management that covers the regular monitoring of the Bank's performance that impacts on business income and a strategic risk control culture involving all of the Bank's business lines.

Tolerance of deviation from target will have full attention from the management. In addition, monitoring and evaluation on the achievement of financial performance and other performance also become the management's concern, which is specifically discussed in the Directors' meetings on a monthly basis or joint meeting between the Board of Commissioners and the Directors.

To mitigate risks, strategic issues arising from changes in operational and business environment that have adverse impacts on the Bank's business conditions or financial condition are communicated to the management on a timely basis, along with the impact analysis on the strategic risk and corrective actions required.

COMPLIANCE RISK

Compliance risk is a risk due to the Bank's failure to comply with and/or enforce the applicable laws and regulations. Failure to manage compliance risk may cause the Bank to be subject to sanctions and penalties from the regulator, thus affecting the Bank's governance.

The Bank continually strives to foster and realize the implementation of compliance culture at all levels of the Bank's organization and business activities, as well as ensuring the effectiveness of the Bank's compliance function. In this case, the Compliance, KYC/Integrated and System Procedure Division which is independent to the operational work unit, needs to ensure the Bank's compliance. Compliance, KYC/Integrated and System Procedure Division is also responsible for the implementation of Anti Money Laundering and Counter-Terrorism Financing Program (AML and CTF) in the Bank and system of procedures. In its implementation, to support the effectiveness of compliance, the Bank is supported by the executive committee, which is the GCG Monitoring and Implementation Committee.

In addition, the implementation of compliance risk management, among others, is by:

- Achieving the implementation of compliance culture to all of the Bank's business activities at every organizational level, through the implementation of dissemination and training on the prevailing rules and regulations, and providing input and advice to other units to ensure the Bank's compliance;

- b. Menilai dan mengevaluasi kecukupan, dan kesesuaian kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank dengan ketentuan dan peraturan yang berlaku;
- c. Pemantauan atas pelaksanaan prinsip kehati-hatian Bank;
- d. Pengelolaan risiko kepatuhan, selain dilakukan melalui uji kepatuhan, juga dilakukan melalui pemantauan terhadap pemenuhan komitmen Bank kepada regulator, baik berdasarkan hasil pemeriksaan regulator maupun melalui korespondensi antara Bank dengan regulator.
- e. Penerapan APU & PPT di perbankan yang terdiri dari lima prinsip utama yaitu 1). Pengawasan Aktif Dewan Komisaris & Direksi, 2). Kebijakan & Prosedur, 3). Pengendalian Intern, 4). Sistem Informasi Manajemen, dan 5). Sumber Daya Manusia & Pelatihan.

RISIKO REPUTASI

Risiko reputasi adalah risiko yang terkait dengan dampak atas persepsi negatif terhadap Bank yang dapat bersumber dari berbagai kejadian yang tidak diinginkan, antara lain: publikasi negatif atas operasional Bank, pelanggaran etika bisnis, keluhan nasabah, kelemahan tata kelola dan kejadian kejadian lainnya yang dapat mengakibatkan penurunan citra Bank dengan tujuan utama untuk mengantisipasi dan meminimalkan dampak kerugian dari risiko reputasi Bank.

Pengelolaan risiko reputasi dilakukan oleh *Corporate Secretary* bekerja sama dengan Divisi *Marketing Communication*. Pengelolaan risiko reputasi antara lain dilakukan melalui:

- a. Pemantauan terhadap publikasi negatif atau keluhan nasabah yang beredar di media, *monitoring* atas keluhan nasabah yang disampaikan langsung ke Bank dan tindak lanjutnya;
- b. Dalam hal terdapat pemberitaan negatif yang berpotensi menimbulkan risiko reputasi, Bank akan secara proaktif mencari informasi serta melakukan langkah yang diperlukan untuk memperoleh solusi terbaik.

Selain itu, Bank juga membentuk layanan *contact center* yang secara khusus menangani keluhan nasabah melalui layanan telepon 24 jam dan melakukan *monitoring* atas keluhan nasabah serta tindak lanjutnya.

- b. Assessing and evaluating the adequacy and conformity of the Bank's policies, regulations, systems, and procedures against the applicable provisions and regulations;
- c. Monitoring the implementation of the Bank's prudential principles;
- d. Compliance risk management, in addition to conducting compliance tests, is also conducted through monitoring on the Bank's commitment to the regulator, either based on regulatory examination results or through correspondence between the Bank and the regulator.
- e. Implementation of AML & CFT in banking consists of five main principles, which are 1). Active Monitoring of the Board of Commissioners & Board of Directors, 2). Policies & Procedures, 3). Internal Control, 4). Management Information System, and 5). Human Resources & Training.

REPUTATION RISK

Reputation risk is a risk associated with the impact of negative perceptions on the Bank that can be sourced from various undesirable events, such as: negative publicity of the Bank's operations, violations of business ethics, customer complaints, governance weaknesses, and other incidents that can result in a decrease image of the Bank with the main objective of Risk Management for Reputation Risk is to anticipate and minimize the impact of losses from the Bank's Reputation Risk.

Reputation risk management is performed by Corporate Secretary in coordination with the Marketing Communication Division. The management of reputation risk, among others, is done through:

- a. Monitoring the negative publicity or customer complaints circulating in the media, monitoring customer complaints that are submitted directly to the Bank and their follow-ups;
- b. In the event that there is negative reporting that may potentially rise reputation risk, the Bank will proactively seek information and take the necessary steps to obtain the best solution.

In addition, the Bank has also established a contact center service that specifically handles customer complaints through 24-hour telephone service and monitors customer complaints and their follow-up.

(dalam juta Rp / in million Rp)

Tabel Pengungkapan Kuantitatif Struktur Permodalan Bank Victoria
Table of Quantitative Disclosure of Bank Victoria Capital Structure

Keterangan		31 Desember 2018 31 December 2018		31 Desember 2017 31 December 2017		Description
		Bank Bank	Konsolidasi Consolidated	Bank Bank	Konsolidasi Consolidated	
I						
MODAL INTI (Tier 1)				Core Tier I Capital		
1. Modal Inti Utama (CET 1)				Core Tier Capitala (CET 1)		
1.1 Modal Disetor (Setelah Dikurangi Saham Treasury)				1.1 Paid In Capital (After Deducted by Treasury Stock)		
1.2 Cadangan Tambahan Modal (Disclosed Reserves)				1.2 Disclosed Reserves		
1.2.1	Faktor Penambah	2,249,479	2,249,448	2,240,045	2,240,059	1.2.1 Additional Factors
1.2.1.1	Pendapatan Komprehensif Lainnya	355,458	355,458	425,120	425,150	1.2.1.1 Other Comprehensive Income
1.2.1.1.1	Selisih lebih penjabaran laporan keuangan	-	-	-	-	1.2.1.1.1 Positive translation adjustment of financial statement
1.2.1.1.2	Potensi keuntungan dari peningkatan nilai wajar aset keuangan dalam kelompok tersedia untuk dijual	-	-	69,662	69,692	1.2.1.1.2 Potential benefit from financial assets fair value increase in groups available for sale
1.2.1.1.3	Saldo surplus revaluasi aset tetap	355,458	355,458	355,458	355,458	1.2.1.1.3 Surplus balance of fixed assets revaluation
1.2.1.2	Cadangan tambahan modal lainnya (other disclosed reserves)	1,894,021	1,893,990	1,814,925	1,814,909	1.2.1.2 Other disclosed reserves
1.2.1.2.1	Agio	211,681	211,681	211,681	211,681	1.2.1.2.1 Agio
1.2.1.2.2	Cadangan umum	166,000	175,156	141,000	150,156	1.2.1.2.2 Reserve
1.2.1.2.3	Laba tahun-tahun lalu	1,172,101	1,172,100	1,065,713	1,051,838	1.2.1.2.3 Previous years profit
1.2.1.2.4	Laba tahun berjalan	79,096	79,082	131,388	136,091	1.2.1.2.4 Current year profit
1.2.1.2.5	Dana setoran modal	265,143	265,143	265,143	265,143	1.2.1.2.5 Capital fund
1.2.1.2.6	Lainnya	-	-	-	-	1.2.1.2.6 Others
1.2.2	Faktor Pengurang	73,993	97,037	16,898	39,991	1.2.2 Deduction Factors
1.2.2.1	Pendapatan Komprehensif Lainnya	42,765	58,235	-	-	1.2.2.1 Other Comprehensive Income
1.2.2.1.1	Selisih lebih penjabaran laporan keuangan	-	-	-	-	1.2.2.1.1 Positive translation adjustment of financial statement
1.2.2.1.2	Potensi kerugian dari penurunan nilai wajar aset keuangan dalam kelompok tersedia untuk dijual	42,765	58,235	-	-	1.2.2.1.2 Potential losses from financial assets fair value increase in groups available for sale
1.2.2.2	Cadangan tambahan modal lainnya (other disclosed reserves)	31,228	38,802	16,898	39,991	1.2.2.2 Other disclosed reserves
1.2.2.2.1	Disagio	-	-	-	-	1.2.2.2.1 Disagio
1.2.2.2.2	Rugi-rugi tahun lalu	-	-	-	-	1.2.2.2.2 Previous years loss
1.2.2.2.3	Rugi-rugi tahun berjalan	-	-	-	-	1.2.2.2.3 Current year loss
1.2.2.2.4	Selisih kurang antara Penyisihan Penghapusan Aset (PPA) dan Cadangan Kerugian Penurunan Nilai (CKPN) atas aset produktif	-	-	16,898	39,991	1.2.2.2.4 Negative differences between regulatory provision and impairment of earning assets
1.2.2.2.5	Selisih kurang jumlah penyesuaian nilai wajar dari instrumen keuangan dalam trading book	-	-	-	-	1.2.2.2.5 Negative differences on adjustment of fair value on financial instrument in the trading book
1.2.2.2.6	PPA aset non produktif yang wajib dibentuk	31,228	38,802	-	-	1.2.2.2.6 Non productive assets regulatory provision that should be maintained
1.2.2.2.7	Lainnya	-	-	-	-	1.2.2.2.7 Others

	Keterangan	31 Desember 2018 31 December 2018		31 Desember 2017 31 December 2017		Description
		Bank Bank	Konsolidasi Consolidated	Bank Bank	Konsolidasi Consolidated	
	1.3 Kepentingan Non Pengendali yang Dapat Diperhitungkan	-	16	-	17	1.3 Minority Interest that can be calculated into capital
	1.4 Faktor Pengurang Modal Inti Utama	460,504	181,615	368,651	96,501	1.4 Deduction of Core Tier I Capital
	1.4.1 Perhitungan pajak tangguhan	151,911	172,902	67,275	90,404	1.4.1 Deferred tax calculation
	1.4.2 Goodwill	-	-	-	-	1.4.2 Goodwill
	1.4.3 Seluruh aset tidak berwujud lainnya	6,208	8,653	3,965	6,037	1.4.3 Other intangible assets
	1.4.4 Penyertaan yang diperhitungkan sebagai faktor pengurang	302,385	60	297,411	60	1.4.4 Investment calculated as deduction factor
	1.4.5 Kekurangan modal pada perusahaan anak asuransi	-	-	-	-	1.4.5 Shortfall on the capital of insurance subsidiary
	1.4.6 Eksposur sekuritisasi	-	-	-	-	1.4.6 Securities Exposure
	1.4.7 Faktor pengurang modal inti lainnya	-	-	-	-	1.4.7 Deduction Factor for Tier 1 Capital
	1.4.7.1 Penempatan dana pada instrumen AT 1 dan/atau Tier 2 pada bank lain	-	-	-	-	1.4.7.1 Fund placement on AT 1 and/or Tier 2 instruments in other bank
	1.4.7.2 Kepemilikan silang pada entitas lain yang diperoleh berdasarkan peralihan karena hukum, hibah, atau hibah wasiat	-	-	-	-	1.4.7.2 Cross ownership in other entities obtained based on the transition due to law, grant, or will
	2. Modal Inti Tambahan (AT-1)	-	-	-	-	2. Additional Tier I Capital
	2.1 Instrumen yang memenuhi persyaratan AT-1	-	-	-	-	2.1 Instruments supplement AT-1 requirement
	2.2 Agio/Disagio	-	-	-	-	2.2 Agio/Disagio
	2.3 Faktor pengurang modal inti tambahan	-	-	-	-	2.3 Deduction Factor : Investment on AT1 and Tier 2 instruments in other bank
	2.3.1 Penempatan dana pada instrumen AT 1 dan / atau Tier 2 pada bank lain	-	-	-	-	2.3.1 Fund placement on AT 1 and/or Tier 2 instruments on other bank
	2.3.2 Kepemilikan silang pada entitas lain yang diperoleh berdasarkan peralihan karena hukum, hibah, atau hibah wasiat	-	-	-	-	2.3.2 Cross shareholding on other entities obtained due to transfer of legal, goodwill, or encumbrance
II	MODAL PELENGKAP (Tier 2)	698,915	705,917	461,574	475,908	TIER II CAPITAL
1	Instrumen modal dalam bentuk saham atau lainnya yang memenuhi persyaratan Tier 2	510,000	510,000	280,000	280,000	1 Capital form in the form of shares or other meet the Tier 2 requirement
2	Agio/Disagio	-	-	-	-	2 Agio/Disagio
3	Cadangan umum PPA atas aset produktif yang wajib dibentuk (paling tinggi sebesar 1,25% dari ATMR untuk risiko kredit)	188,915	195,917	181,574	195,908	3 PPA general reserves on productive assets which are mandatory calculated by the highest amount of 1,25% (one point twenty five percent) of Risk Weighted Assets (RWA) for credit risk
4	Faktor Pengurang Modal Pelengkap	-	-	-	-	4 Specific reserves
	4.1 Sinking Fund	-	-	-	-	4.1 Sinking Fund
	4.2 Penempatan dana pada instrumen Tier 2 pada Bank lain	-	-	-	-	4.2 Investment of Tier 2 instrument in other Bank
	4.3 Kepemilikan silang pada entitas lain yang diperoleh berdasarkan peralihan karena hukum, hibah, atau hibah wasiat.	-	-	-	-	4.3 Cross shareholding on other entities obtained due to transfer of legal, goodwill, or encumbrance
TOTAL MODAL		3,015,859	3,278,691	2,918,032	3,181,454	TOTAL CAPITAL

Keterangan Description	31 Desember 2018		31 Desember 2017		Keterangan Description	31 Desember 2018		31 Desember 2017	
	Bank	Konsolidasi	Bank	Konsolidasi		Bank	Konsolidasi	Bank	Konsolidasi
ASET TERTIMBANG MENURUT RISIKO RISK WEIGHTED ASSETS					RASIO KPMM KPMM RATIO				
ATMR RISIKO KREDIT RWA FOR CREDIT	16,738,764	18,197,050	14,525,929	15,672,643	Ratio CET 1 (%)	12.85%	13.15%	15.29%	15.64%
ATMR RISIKO PASAR RWA FOR MARKET RISK	263,683	263,683	510,186	510,186	Ratio Tier 1 (%)	12.85%	13.15%	15.29%	15.64%
ATMR RISIKO OPERASIONAL RWA FOR OPERATIONAL RISK	1,024,619	1,110,702	1,024,619	1,110,702	Ratio Tier 2 (%)	3.88%	3.61%	2.88%	2.76%
TOTAL ATMR TOTAL OF RISK WEIGHTED ASSETS	18,027,066	19,571,435	16,060,734	17,293,531	Total Ratio (%)	16.73%	16.75%	18.17%	18.40%
RASIO KPMM SESUAI PROFIL RISIKO CAR IN ACCORDANCE WITH RISK PROFILE	9.99	9.99	9.00	9.00	CET 1 untuk BUFFER (%) CET 1 for BUFFER (%)	6.71	7.01	9.29	9.64
ALOKASI PEMENUHAN KPMM ALLOCATION IN CAR FULFILLMENT					PERSENTASE BUFFER YANG WAJIB DIPENUHI OLEH BANK BUFFER PERCENTAGE NEED TO BE FULFILLED BY THE BANK				
Dari CET 1 (%) From CET 1 (%)	6.14	6.14			" Capital Conservation Buffer (%)*)	0.00	0.00		
Dari AT 1 (%) From AT 1 (%)	0.00	0.00			" Countercyclical Buffer (%)	0.00	0.00		
Dari Tier 2 (%) From Tier 2 (%)	3.85	3.85			" Capital Surcharge untuk D-SIB (%)	0.00	0.00		

*) Bank termasuk dalam BUKU 2 sehingga tidak wajib membentuk Capital Conservation Buffer / The Bank is in BUKU 2 category so does not have any obligation to establish Capital Conservation Buffer

Tabel Pengungkapan Tagihan Bersih Berdasarkan Wilayah – Bank secara Individual
Table of Disclosure of Net Receivables By Area – Bank, Individually

(dalam juta Rp / in million Rp)

No.	Kategori Portfolio	31 Desember 2018 / 31 December 2018					31 Desember 2017 / 31 December 2017					Portfolio Category	
		Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region					Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region						
		Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(3)	(4)	(5)	(6)	(7)	(2)	
1	Tagihan kepada pemerintah	6,088,915	-	-	-	6,088,915	6,593,240	-	-	-	-	6,593,240	Receivables from government
2	Tagihan kepada entitas sektor publik	66,587	-	-	-	66,587	69,446	-	-	-	-	69,446	Receivables from public sector entities
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional	-	-	-	-	-	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions
4	Tagihan kepada bank	2,880,216	198,880	-	33,530	3,112,625	1,621,196	200,336	-	43,459	1,864,991	Receivables from banks	

No.	Kategori Portofolio	31 Desember 2018 / 31 December 2018					31 Desember 2017 / 31 December 2017					Portfolio Category
		Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region					Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region					
		Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	
5	Kredit beragun rumah tinggal	84,017	-	-	-	84,017	336,957	681	-	-	337,637	Residential property collateralized loans
6	Kredit beragun properti komersial	1,413,334	52,665	-	-	1,466,000	4,072,049	89,902	-	911	4,162,862	Commercial property collateralized loans
7	Kredit pegawai/pensiunan	-	-	-	-	-	-	-	-	-	-	Employee/retirement loans
8	Tagihan kepada usaha mikro, usaha kecil dan portofolio ritel	82,943	1,558	-	910	85,411	2,446,298	98,915	7	-	2,545,220	Receivables from microbusiness, small business, and retail portfolio
9	Tagihan kepada korporasi	13,457,466	1,447,103	-	-	14,904,569	8,640,068	680,110	-	-	9,320,177	Receivables from corporations
10	Tagihan yang telah jatuh tempo	267,845	20,006	-	-	287,851	245,913	18,372	309	-	264,594	Due receivables
11	Aset lainnya	1,633,046	-	-	-	1,633,046	913,979	-	-	-	913,979	Other assets
12	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
Total		25,974,369	1,720,212	-	34,439	27,729,021	24,939,146	1,088,316	315	44,370	26,072,147	Total

Tabel Pengungkapan Tagihan Bersih Berdasarkan Wilayah – Bank secara Konsolidasi dengan Entitas Anak
Table of Disclosure of Net Receivables By Area - Bank, Consolidated with Subsidiaries

(dalam juta Rp / in million Rp)

No.	Kategori Portofolio	31 Desember 2018 / 31 December 2018					31 Desember 2017 / 31 December 2017					Portfolio Category	
		Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region					Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region						
		Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(2)	
1	Tagihan kepada pemerintah	6,535,056	-	-	-	6,535,056	6,913,124	-	-	-	-	6,913,124	Receivables from government
2	Tagihan kepada entitas sektor publik	66,587	-	-	-	66,587	69,446	-	-	-	-	69,446	Receivables from public sector entities
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional	-	-	-	-	-	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions
4	Tagihan kepada bank	3,149,877	198,880	-	33,530	3,382,287	1,781,436	250,359	-	43,459	2,075,254	2,075,254	Receivables from banks
5	Kredit beragun rumah tinggal	300,760	5,469	-	-	306,228	484,196	7,043	-	-	491,239	491,239	Residential property collateralized loans

No.	Kategori Portofolio	31 Desember 2018 / 31 December 2018						31 Desember 2017 / 31 December 2017					
		Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region						Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region					
		Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total		Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	Portfolio Category
(1)	(2)	(3)	(4)	(5)	(6)	(7)		(8)	(9)	(10)	(11)	(12)	(2)
6	Kredit Beragun Properti Komersial	1,413,834	52,665	-	-	1,466,500		4,072,049	89,902	-	911	4,162,862	Commercial Property Collateralized Loans
7	Kredit Pegawai/Pensiunan	-	-	-	-	-		-	-	-	-	-	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	89,168	1,558	-	910	916,35		2,457,699	98,975	7	-	2,556,681	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	14,306,029	1,447,103	-	-	15,753,133		9,592,831	680,175	-	-	10,273,006	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	430,777	42,200	-	-	472,976		461,125	31,794	309	-	493,227	Due Receivables
11	Aset Lainnya	1,763,561	-	-	-	1,763,561		955,945	-	-	-	955,945	Other Assets
12	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-	-		-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	Total	28,055,649	1,747,875	-	34,439	29,837,963		26,787,850	1,158,248	315	44,370	27,990,784	

Tabel Pengungkapan Tagihan Bersih Berdasarkan Sisa jangka Waktu Kontrak - Bank secara Individual
Table of Disclosure of Net Receivables By Remaining Contract Period - Bank, Individually

(dalam juta Rp / in million Rp)

No.	Kategori Portofolio	31 Desember 2018 / 31 December 2018										31 Desember 2017 / 31 December 2017			
		Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak Net Receivables by Remaining Contract Period										Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak Net Receivables by Remaining Contract Period			
		< 1 tahun < 1 year	> 1 thn s.d. 3 thn > 1 to 3 years	> 3 thn s.d. 5 thn > 3 to 5 years	> 5 thn > 5 years	Non-Kon- traktual Non- Contractual	Total Total	< 1 tahun < 1 year	> 1 thn s.d. 3 thn > 1 to 3 years	> 3 thn s.d. 5 thn > 3 to 5 years	> 5 thn > 5 years	Non-Kon- traktual Non- Contractual	Total Total	Portfolio Category	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)	
1	Tagihan kepada pemerintah	4,297,811	1,226,966	-	564,138	-	6,088,915	3,505,253	753,096	719,707	1,615,185	-	6,593,240	Receivables from government	
2	Tagihan kepada entitas sektor publik	-	66,587	-	-	-	66,587	-	25,693	43,754	-	-	69,446	Receivables from public sector entities	
3	Tagihan kepada bank pembangunan multi-lateral dan lembaga internasional	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions	
4	Tagihan kepada bank	2,674,343	281,107	157,175	-	-	3,112,625	1,356,744	492,503	12,332	3,412	-	1,864,991	Receivables from banks	
5	Kredit beragun rumah tinggal	1,004	6,506	14,441	62,066	-	84,017	4,235	31,745	36,736	264,921	-	337,637	Residential property collateralized loans	

No.	Kategori Portfolio	31 Desember 2018 / 31 December 2018						31 Desember 2017 / 31 December 2017						Portfolio Category
		Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak Net Receivables by Remaining Contract Period						Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak Net Receivables by Remaining Contract Period						
		< 1 tahun < 1 year	> 1 thn s.d. 3 thn > 1 to 3 years	> 3 thn s.d. 5 thn > 3 to 5 years	> 5 thn > 5 years	Non-Kon- traktual Non- Contractual	Total Total	< 1 tahun < 1 year	> 1 thn s.d. 3 thn > 1 to 3 years	> 3 thn s.d. 5 thn > 3 to 5 years	> 5 thn > 5 years	Non-Kon- traktual Non- Contractual	Total Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
6	Kredit beragun properti komersial	334,855	127,291	284,822	719,031	-	1,466,000	1,954,988	790,409	622,574	794,891	-	4,162,862	Commercial property collateralized loans
7	Kredit pegawai/pensiunan	-	-	-	-	-	-	-	-	-	-	-	-	Employee/retirement loans
8	Tagihan kepada usaha mikro, usaha kecil dan portofolio ritel	63,689	9,462	9,043	3,217	-	85,411	1,560,818	239,034	351,875	393,492	-	2,545,220	Receivables from micro-business, small business, and retail portfolio
9	Tagihan kepada korporasi	7,141,054	3,338,852	2,064,398	2,360,265	-	14,904,569	3,252,851	3,044,249	1,994,222	1,028,855	-	9,320,177	Receivables from corporations
10	Tagihan yang telah jatuh tempo	150,610	42,256	59,974	35,011	-	287,851	161,794	44,559	16,983	41,258	-	264,594	Due receivables
11	Sset lainnya	1,633,046	-	-	-	-	1,633,046	913,979	-	-	-	-	913,979	Other assets
12	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	TOTAL	16,296,412	5,099,027	2,589,854	3,743,728	-	27,729,021	12,710,662	5,421,288	3,798,183	4,142,014	-	26,072,147	TOTAL

Tabel Pengungkapan Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak - Bank secara Konsolidasi dengan Entitas Anak
Table of Disclosure of Net Receivables By Remaining Contract Period - Bank, Consolidated with Subsidiaries

(dalam juta Rp / in million Rp)

	31 Desember 2018 / 31 December 2018							31 Desember 2017 / 31 December 2017								
No.	Kategori Portfolio	Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak Net Receivables by Remaining Contract Period							Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak Net Receivables by Remaining Contract Period							Portfolio Category
		< 1 tahun < 1 year	>1 thn s.d. 3 thn >1 to 3 years	>3 thn s.d. 5 thn >3 to 5 years	> 5 thn > 5 years	Non-Kon- traktual Non- Contractual	Total Total	< 1 tahun < 1 year	>1 thn s.d. 3 thn >1 to 3 years	>3 thn s.d. 5 thn >3 to 5 years	> 5 thn > 5 years	Non-Kon- traktual Non- Contractual	Total Total			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)		
1	Tagihan kepada pemerintah	4,363,193	1,346,422	29,247	796,193	-	6,535,056	3,640,559	783,363	740,080	1,749,123	-	6,913,124	Receivables from government		
2	Tagihan kepada entitas sektor publik	-	66,587	-	-	-	66,587	-	25,693	43,754	-	-	69,446	Receivables from public sector entities		
3	Tagihan kepada bank pembangunan multi-lateral dan lembaga internasional	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from multi-lateral development banks and international institutions		
4	Tagihan kepada bank	2,944,004	281,107	157,175	-	-	3,382,287	1,561,892	497,618	12,332	3,412	-	2,075,254	Receivables from banks		
5	Kredit beragun rumah tinggal	1,004	28,892	78,095	198,238	-	306,229	24,037	72,092	84,644	310,466	-	491,239	Residential property collateralized loans		

No.	Kategori Portfolio	31 Desember 2018 / 31 December 2018							31 Desember 2017 / 31 December 2017							Portfolio Category
		Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak Net Receivables by Remaining Contract Period							Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak Net Receivables by Remaining Contract Period							
		< 1 tahun < 1 year	> 1 thn s.d. > 1 to 3 years	> 3 thn s.d. > 3 to 5 years	> 5 thn > 5 years	Non-Kon- traktual Non- Contractual	Total Total		< 1 tahun < 1 year	> 1 thn s.d. > 1 to 3 years	> 3 thn s.d. > 3 to 5 years	> 5 thn > 5 years	Non-Kon- traktual Non- Contractual	Total Total		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)		
6	Kredit beragun properti komersial	335,355	127,291	284,822	719,031	-	1,466,500	1,954,988	790,409	622,574	794,891	-	4,162,862	Commercial property collateralized loans		
7	Kredit pegawai/pensiunan	-	-	-	-	-	-	-	-	-	-	-	-	Employee/retirement loans		
8	Tagihan kepada usaha mikro, usaha kecil dan portofolio ritel	63,708	12,379	12,290	3,259	-	91,636	1,567,223	243,045	352,875	393,538	-	2,556,681	Receivables from microbusiness, small business, and retail portfolio		
9	Tagihan kepada korporasi	7,182,964	3,858,682	2,289,368	2,422,120	-	15,753,133	3,798,923	3,339,534	2,098,617	1,035,933	-	10,273,006	Receivables from corporations		
10	Tagihan yang telah jatuh tempo	150,610	121,253	138,059	63,053	-	472,976	390,427	44,559	16,983	41,258	-	493,227	Due receivables		
11	Aset lainnya	1,633,046	130,515	-	-	-	1,763,561	955,945	-	-	-	-	955,945	Other assets		
12	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)		
	TOTAL	16,673,885	5,973,128	2,989,056	4,201,894	-	29,837,963	13,893,993	5,796,312	3,971,858	4,328,621	-	27,990,784			

Tabel Pengungkapan Tagihan Bersih Berdasarkan Sektor Ekonomi – Bank secara Individual
Table of Disclosure of Net Receivables By Economic Sector – Bank, Individually

(dalam juta Rp / in million Rp)

31 Desember 2018 / 31 December 2018														
No.	Sektor Ekonomi	Tagihan kepada Pemerintah Receivables from Government	Tagihan kepada Entitas Sektor Publik Receivables from Public Sector Entities	Tagihan kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Banks and International Institutions	Tagihan kepada Bank Receivables from Banks	Kredit Bera-gun Rumah Tinggal Residential Property Collateralized Loans	Kredit Bera-gun Properti Komersial Commercial Property Collateralized Loans	Kredit Pega-wal/Pensiun Employee Retirement Loans	Tagihan Kepada Mikro, Usaha Kecil dan Por-tofolio Ritel Receivables from Micro-business, Small Business, and Retail Portfolio	Tagihan kepada Korporasi Receivables from Corporations	Tagihan yang Telah Jatuh Tempo Due Receivables	Aset Lain-mya Other Assets	Eksposur di Unit Usaha Syariah (apa-bila ada) Exposure in Sharia Business Unit (if any)	Ekonomi Sector
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
1	Pertanian, perburuan dan kehutanan	-	-	-	-	-	-	-	1,098	67,276	16,887	-	-	Agriculture, hunting and forestry
2	Perikanan	-	-	-	-	-	-	-	837	-	-	-	-	Fishery
3	Pertambangan dan peng-galian	-	41,329	-	-	-	-	-	1,007	276,050	4,059	-	-	Mining and excavation
4	Industri pengolahan	-	-	-	-	-	-	-	10,067	1,804,176	81,723	-	-	Processing industry
5	Listrik, gas dan air	-	-	-	-	-	-	-	-	81,232	-	-	-	Power, gas and water
6	Konstruksi	-	-	-	-	-	228,323	-	4,890	801,512	28,047	-	-	Construction
7	Perdagangan besar dan eceran	-	-	-	-	-	-	-	36,669	1,463,873	52,775	-	-	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	-	-	-	-	-	-	-	4,103	1,823,336	12,464	-	-	Provision of accomoda-tion and foods & beverages
9	Transportasi, pergudangan dan komunikasi	-	-	-	-	-	-	-	8,101	467,873	15,771	-	-	Transportation, warehousing and com-munications
10	Perantara keuangan	4,685,360	25,258	-	3,112,075	-	-	-	1,983	4,667,613	-	-	-	Financial agency
11	Real estate, usaha persewaan dan jasa perusahaan	-	-	-	-	-	1,237,677	-	9,297	2,463,673	24,162	-	-	Real estate, leasing and corporate services
12	Administrasi Pemerin-tahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	-	-	-	-	-	-	Government administra-tion, land business and mandatory social service
13	Jasa pendidikan	-	-	-	-	-	-	-	995	173,100	3,049	-	-	Educational services
14	Jasa kesehatan dan kegija-tan sosial	-	-	-	-	-	-	-	2,095	3,306	1,524	-	-	Health and social services
15	Jasa kemasyarakatan, so-sial budaya, hiburan dan perorangan lainnya	-	-	-	-	-	-	-	4,269	410,859	895	-	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	-	-	-	-	-	-	-	-	-	-	-	-	Individual household-related services
17	Badan internasional dan badan ekstra interna-sional lainnya	-	-	-	-	-	-	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	1,403,555	-	-	550	-	-	-	-	-	-	-	-	Non-defined activities
19	Bukan lapangan usaha	-	-	-	-	66,946	-	-	-	167,821	39,148	-	-	Non-business
20	Lainnya	-	-	-	-	17,072	-	-	-	232,868	7,349	1,633,046	-	Others
	TOTAL	6,088,915	66,587	-	3,112,625	84,017	1,466,000	-	85,411	14,904,569	287,851	1,633,046	-	TOTAL

(dalam juta Rp / in million Rp)

31 Desember 2017 / 31 December 2017														
No.	Sektor Ekonomi	Tagihan Kepada Pemerintah Receivables from Government	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Banks and International Institutions	Tagihan Kepada Bank Receivables from Banks	Kredit Bera-gun Rumah Tinggal Residential Property Collateralized Loans	Kredit Bera-gun Properti Komersial Commercial Property Collateralized Loans	Kredit Pegawai/Pensiun Employee/Retirement Loans	Tagihan Kepada Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Micro-business, Small Business, and Retail Portfolio	Tagihan Korporasi Receivables from Corporations	Tagihan yang Telah Jatuh Tempo Due Receivables	Aset Lainnya Other Assets	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	Ekonomi Sector
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
1	Pertanian, perburuan dan kehutanan	-	-	-	-	-	-	-	22,681	1,000	10,869	-	-	Agriculture, hunting and forestry
2	Perikanan	-	-	-	-	-	-	-	1,376	-	17,066	-	-	Fishery
3	Pertambangan dan peng-galian	-	43,754	-	-	-	-	-	70,330	155,105	13,744	-	-	Mining and excavation
4	Industri pengolahan	-	-	-	-	-	-	-	473,206	1,263,393	37,848	-	-	Processing industry
5	Listrik, gas dan air	-	-	-	-	-	-	-	8,004	-	-	-	-	Power, gas and water
6	Konstruksi	-	-	-	-	-	822,412	-	-	85,485	22,076	-	-	Construction
7	Perdagangan besar dan eceran	-	-	-	-	-	-	-	866,784	546,130	50,590	-	-	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	-	-	-	-	-	-	-	358,445	1,369,331	7,018	-	-	Provision of accomo-dation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	-	-	-	-	-	-	-	217,601	195,772	24,133	-	-	Transportation, warehousing and com-munications
10	Perantara keuangan	3,858,247	25,693	-	1,864,991	-	-	-	61,343	5,003,142	-	-	-	Financial agency
11	Real estate, usaha persewaan dan jasa perusahaan	-	-	-	-	-	3,340,450	-	190,578	263,128	23,152	-	-	Real estate, leasing and corporate services
12	Administrasi Pemerin-tahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	-	-	-	-	-	-	Government adminis-tration, land business and mandatory social service
13	Jasa pendidikan	-	-	-	-	-	-	-	87,390	80,191	3,055	-	-	Educational services
14	Jasa kesehatan dan kgiatan sosial	-	-	-	-	-	-	-	7,302	-	1,527	-	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	-	-	-	-	-	-	-	116,070	357,500	232	-	-	Societal, sociocul-tural entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	-	-	-	-	-	-	-	-	-	-	-	-	Individual household-related services
17	Badan internasional dan badan ekstra interna-sional lainnya	-	-	-	-	-	-	-	-	-	-	-	-	International and other extrainterna-tional agencies
18	Kegiatan yang belum jelas batasannya	2,734,993	-	-	-	-	-	-	-	-	-	-	-	Non-defined activities
19	Bukan lapangan usaha	-	-	-	-	337,175	-	-	1,235	-	41,145	-	-	Non-business
20	Lainnya	-	-	-	-	462	-	-	62,874	-	12,140	913,979	-	Others
	TOTAL	6,593,240	69,446	-	1,864,991	337,637	4,162,862	-	2,545,220	9,320,177	264,594	913,979	-	TOTAL

Tabel Pengungkapan Tagihan Bersih Berdasarkan Sektor Ekonomi – Bank secara Konsolidasi dengan Entitas Anak
Table of Disclosure of Net Receivables By Economic Sector – Bank, Consolidated with Subsidiaries

(dalam juta Rp / in million Rp)

31 Desember 2018 / 31 December 2018														
No.	Sektor Ekonomi	Tagihan Kepada Pemerintah Receivables from Government	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions	Tagihan Kepada Bank Receivables from Banks	Kredit Berasuransi Rumah Tinggal Residential Property Collateralized Loans	Kredit Berasuransi Properti Komersial Commercial Property Collateralized Loans	Kredit Pegawai/Pensiun Employee/Retirement Loans	Tagihan Kepada Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Micro-business, Small Business, and Retail Portfolio	Tagihan Korporasi Receivables from Corporations	Tagihan yang Telah Jatuh Tempo Due Receivables	Aset Lainnya Other Assets	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	Ekonomi Sektor
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
1	Pertanian, perburuan dan kehutanan	-	-	-	-	-	-	-	1,098	67,276	16,887	-	-	Agriculture, hunting and forestry
2	Perikanan	-	-	-	-	-	-	-	837	-	3,833	-	-	Fishery
3	Pertambangan dan pengaliran	-	41,329	-	-	15,000	-	-	1,007	326,241	5,286	-	-	Mining and excavation
4	Industri pengolahan	-	-	-	-	32,132	-	-	10,067	1,805,055	108,887	-	-	Processing industry
5	Listrik, gas dan air	-	-	-	-	-	-	-	-	89,420	-	-	-	Power, gas and water
6	Konstruksi	-	-	-	-	24,964	228,323	-	4,890	817,851	33,559	-	-	Construction
7	Perdagangan besar dan eceran	-	-	-	-	20,266	-	-	39,707	1,517,142	121,846	-	-	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makanan dan minuman	-	-	-	-	49,516	-	-	4,103	1,823,336	21,836	-	-	Provision of accommodation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	-	-	-	-	-	-	-	8,101	502,510	19,771	-	-	Transportation, warehousing and communications
10	Perantara keuangan	5,131,501	25,258	-	3,381,737	9,031	-	-	1,983	4,959,804	3,590	-	-	Financial agency
11	Real estate, usaha persewaan dan jasa perusahaan	-	-	-	-	64,363	1,238,177	-	9,297	2,799,705	71,157	-	-	Real estate, leasing and corporate services
12	Administrasi Pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	-	-	-	-	-	-	Government administration, land business and mandatory social service
13	Jasa pendidikan	-	-	-	-	-	-	-	995	173,100	5,900	-	-	Educational services
14	Jasa kesehatan dan kegiatan sosial	-	-	-	-	-	-	-	2,095	3,306	1,524	-	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	-	-	-	-	679	-	-	4,269	411,030	3,934	-	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	-	-	-	-	-	-	-	-	-	-	-	-	Individual household-related services
17	Badan internasional dan badan ekstra nasional lainnya	-	-	-	-	-	-	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	1,403,555	-	-	550	-	-	-	-	-	-	-	-	Non-defined activities
19	Bukan lapangan usaha	-	-	-	-	66,946	-	-	-	167,821	39,148	-	-	Non-business
20	Lainnya	-	-	-	-	23,331	-	-	3,187	289,535	15,819	1,763,561	-	Others
	TOTAL	6,535,056	66,587	-	3,382,287	306,228	1,466,500	-	91,635	15,753,133	472,976	1,763,561	-	TOTAL

(dalam juta Rp / in million Rp)

31 Desember 2017 / 31 December 2017														
No.	Sektor Ekonomi	Tagihan Kepada Pemerintah Receivables from Government	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Banks and International Institutions	Tagihan Kepada Bank Receivables from Banks	Kredit Bera-gun Rumah Tinggal Residential Property Collateralized Loans	Kredit Bera-gun Properti Komersial Commercial Property Collateralized Loans	Kredit Pega-wal/Pensiun Employee/Retirement Loans	Tagihan Kepada Mikro, Usaha Kecil dan Por-tofolio Ritel Receivables from Micro-business, Small Business, and Retail Portfolio	Tagihan kepada Korporasi Receivables from Corporations	Tagihan yang Telah Jatuh Tempo Due Receivables	Aset Lain-nya Other Assets	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	Ekonomi Sector
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
1	Pertanian, perburuan dan kehutanan	-	-	-	-	9,858	-	-	22,695	26,241	10,779	-	-	Agriculture, hunting and forestry
2	Perikanan	-	-	-	-	-	-	-	1,377	-	21,150	-	-	Fishery
3	Pertambangan dan peng-galian	-	43,754	-	-	15,000	-	-	70,376	166,491	17,485	-	-	Mining and excavation
4	Industri pengolahan	-	-	-	-	38,510	-	-	473,705	1,396,472	40,801	-	-	Processing industry
5	Listrik, gas dan air	-	-	-	-	-	-	-	8,040	-	-	-	-	Power, gas and water
6	Konstruksi	-	-	-	-	18,042	822,412	-	-	116,914	32,578	-	-	Construction
7	Perdagangan besar dan eceran	-	-	-	-	23,291	-	-	872,271	627,285	110,518	-	-	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	-	-	-	-	22	-	-	358,585	1,368,175	6,975	-	-	Provision of accomo-dation and foods & beverages
9	Transportasi, pergudan-gan dan komunikasi	-	-	-	-	-	-	-	217,893	234,088	23,933	-	-	Transportation, warehousing and com-munications
10	Perantara keuangan	4,178,131	25,693	-	2,075,254	11,751	-	-	61,436	5,372,898	21,149	-	-	Financial agency
11	Real estate, usaha persewaan dan jasa perusahaan	-	-	-	-	26,518	3,340,450	-	191,131	399,935	133,319	-	-	Real estate, leasing and corporate services
12	Administrasi Pemerin-tahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	-	-	-	-	-	-	Government adminis-tration, land business and mandatory social service
13	Jasa pendidikan	-	-	-	-	-	-	-	87,391	80,122	5,892	-	-	Educational services
14	Jasa kesehatan dan kegla-tan sosial	-	-	-	-	7	-	-	7,343	-	1,514	-	-	Health and social services
15	Jasa kemasyarakatan, so-sial budaya, hiburan dan perorangan lainnya	-	-	-	-	748	-	-	116,102	357,195	8,083	-	-	Societal, sociocul-tural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	-	-	-	-	-	-	-	-	-	-	-	-	Individual household-related services
17	Badan internasional dan badan ekstra interna-sional lainnya	-	-	-	-	-	-	-	-	-	-	-	-	International and other extrainterna-tional agencies
18	Kegiatan yang belum jelas batasannya	2,734,993	-	-	-	-	-	-	-	-	-	-	-	Non-defined activities
19	Bukan lapangan usaha	-	-	-	-	347,030	-	-	5,462	36,950	47,010	-	-	Non-business
20	Lainnya	-	-	-	-	462	-	-	62,874	90,239	12,040	955,945	-	Others
	TOTAL	6,913,124	69,446	-	2,075,254	491,239	4,162,862	-	2,556,681	10,273,006	493,227	955,945	-	TOTAL

Tabel Pengungkapan Tagihan dan Pencadangan Berdasarkan Wilayah – Bank secara Individual
Table of Disclosure of Receivables and Allowances By Area – Bank, Individually

(dalam juta Rp / in million Rp)

		31 Desember 2018 / 31 December 2018					31 Desember 2016 / 31 December 2016					
No.	Keterangan	Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region					Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region					Description
		Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(2)
1	Tagihan	22,668,641	1,700,465	-	34,439	24,403,545	22,827,463	959,111	7	44,370	23,830,951	Receivables
2	Tagihan yang mengalami penurunan nilai (impaired)	1,894,601	182,682	-	-	2,077,283	1,737,773	150,672	321	-	1,888,765	Impaired Receivables
	a. Belum jatuh tempo	1,402,070	147,323	-	-	1,549,393	1,339,600	105,184	-	-	1,444,784	a. Not Due
	b. Telah jatuh tempo	492,531	35,358	-	-	527,890	398,173	45,488	321	-	443,981	b. Due
3	Cadangan kerugian Penurunan Nilai (CKPN) - Individual	284,609	14,978	-	-	299,587	147,465	34,188	-	-	181,652	Individual Impairment Losses Allowance (ILA)
4	Cadangan kerugian Penurunan Nilai (CKPN) - Kolektif	43,649	4,090	-	2	47,740	85,985	2,976	10	-	88,971	Collective Impairment Losses Allowance (ILA)
5	Tagihan yang dihapus buku	(183,567)	-	-	-	(183,567)	(115,596)	-	-	-	(115,596)	Receivables Written Off

Tabel Pengungkapan Tagihan dan Pencadangan Berdasarkan Wilayah – Bank secara Konsolidasi dengan Entitas Anak
Table of Disclosure of Receivables and Allowances By Area - Bank, Consolidated with Subsidiaries

(dalam juta Rp / in million Rp)

		31 Desember 2018 / 31 December 2018					31 Desember 2017 / 31 December 2017					
No.	Keterangan	Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region					Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region					Description
		Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(2)
1	Tagihan	24,755,071	1,728,464	-	34,439	26,517,975	24,531,665	1,015,677	7	44,370	25,591,718	Receivables
2	Tagihan yang mengalami penurunan nilai (impaired)	2,303,023	182,682	-	-	2,485,705	1,879,588	175,854	321	-	2,055,763	Impaired Receivables
	a. Belum jatuh tempo	1,810,492	147,323	-	-	1,957,815	1,450,309	130,366	-	-	1,580,676	a. Not Due
	b. Telah jatuh tempo	492,531	35,358	-	-	527,890	429,279	45,488	321	-	475,087	b. Due
3	Cadangan Kerugian Penurunan Nilai (CKPN) - Individual	293,036	15,315	-	-	308,351	154,421	34,792	-	-	189,213	Individual Impairment Losses Allowance (ILA)
4	Cadangan Kerugian Penurunan Nilai (CKPN) - Kolektif	51,256	4,174	-	2	55,431	94,564	3,098	10	-	97,673	Collective Impairment Losses Allowance (ILA)
5	Tagihan yang dihapus buku	(183,567)	-	-	-	(183,567)	(115,596)	-	-	-	(115,596)	Receivables Written Off

(dalam juta Rp / in million Rp)

Table Pengungkapan Tagihan dan Pencadangan Berdasarkan Sektor Ekonomi – Bank secara Individual
Table of Disclosure of Receivables and Allowances By Economic Sector – Bank, Individually

No.	Sektor Ekonomi	31 Desember 2018 / 31 December 2018						Economic Sector
		Tagihan Receivables	Tagihan yang Mengalami Penurunan Nilai Impaired Receivables		Cadangan Kerugian Penurunan Nilai (CKPN) - Individual Impairment Losses Allowance (ILA)	Cadangan Kerugian Penurunan Nilai (CKPN) - Kolektif Collective Impairment Losses Allowance (ILA)	Tagihan yang Dihapus Buku Receivables Written Off	
			Belum Jatuh Tempo Not Due	Telah Jatuh Tempo Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Pertanian, perburuan dan kehutanan	108,279	-	40,161	23,160	259	10,283	Agriculture, hunting and forestry
2	Perikanan	822	-	-	-	2	17,630	Fishery
3	Pertambangan dan penggalian	317,246	7,090	8,429	4,326	565	8,605	Mining and excavation
4	Industri pengolahan	1,940,969	149,626	154,163	80,716	5,649	45,059	Processing industry
5	Listrik, gas dan air	80,092	-	-	-	146	-	Power, gas and water
6	Konstruksi	1,045,246	178,358	46,857	17,799	3,754	11,153	Construction
7	Perdagangan besar dan eceran	1,537,813	68,884	117,396	60,850	7,727	10,000	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	1,817,262	190,815	13,186	-	6,034	-	Provision of accommodation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	492,670	74,554	25,174	8,685	1,778	16,062	Transportation, warehousing and communications
10	Perantara keuangan	11,027,780	305,287	-	62,417	7,029	56,242	Financial agency
11	Real estate, usaha persewaan dan jasa perusahaan	3,691,075	498,919	42,494	17,384	8,540	8,533	Real estate, leasing and corporate services
12	Administrasi Pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	Government administration, land business and mandatory social service
13	Jasa pendidikan	175,178	16,675	3,401	-	736	-	Educational services
14	Jasa kesehatan dan kegiatan sosial	6,964	-	1,700	-	186	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	404,051	34,476	934	-	1,370	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	-	-	-	-	-	-	Individual household-related services
17	Badan internasional dan badan ekstra internasional lainnya	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	1,403,555	-	-	-	-	-	Non-defined activities
19	Bukan lapangan usaha	300,822	23,483	66,022	24,249	3,226	-	Non-business
20	Lainnya	53,721	1,225	7,973	-	739	-	Others
	TOTAL	24,403,545	1,549,393	527,890	299,587	47,740	183,567	TOTAL

(dalam juta Rp / in million Rp)

31 Desember 2017 / 31 December 2017									
No.	Sektor Ekonomi	Tagihan Receivables	Tagihan yang Mengalami Penurunan Nilai Impaired Receivables		Cadangan Penurunan Nilai Individual Impairment Losses Allowance (ILA)	Cadangan Kerugian Penurunan Nilai Kolektif Impairment Losses Allowance (ILA)	Tagihan yang Dihapus Buku Receivables Written Off	Economic Sector	
			Belum Jatuh Tempo Not Due	Telah Jatuh Tempo Due					
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)	
1	Pertanian, perburuan dan kehutanan	22,300	-	19,444	6,394	204	-	Agriculture, hunting and forestry	
2	Perikanan	1,347	-	17,630	-	1,390	-	Fishery	
3	Pertambangan dan penggalian	258,524	9,324	36,553	15,191	1,182	-	Mining and excavation	
4	Industri pengolahan	1,550,133	157,443	65,482	30,989	6,830	-	Processing industry	
5	Listrik, gas dan air	7,040	-	-	-	13	-	Power, gas and water	
6	Konstruksi	620,467	254,801	42,942	50,933	3,498	-	Construction	
7	Perdagangan besar dan eceran	1,240,409	140,592	81,947	24,280	6,989	-	Wholesale and retail trading	
8	Penyediaan akomodasi dan penyediaan makan minum	1,355,704	369,235	26,781	13,523	7,928	-	Provision of accommodation and foods & beverages	
9	Transportasi, pergudangan dan komunikasi	326,591	79,669	39,654	15,364	2,474	-	Transportation, warehousing and communications	
10	Perantara keuangan	10,270,957	108,530	-	-	39,502	27,450	Financial agency	
11	Real estate, usaha persewaan dan jasa perusahaan	3,444,446	277,434	33,367	9,777	11,946	67,999	Real estate, leasing and corporate services	
12	Administrasi Pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	Government administration, land business and mandatory social service	
13	Jasa pendidikan	167,198	-	3,401	-	577	13,501	Educational services	
14	Jasa kesehatan dan kegiatan sosial	4,338	2,003	1,700	-	160	-	Health and social services	
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	446,854	21,855	239	-	2,275	-	Societal, sociocultural, entertainment and other individual services	
16	Jasa perorangan yang melayani rumah tangga	-	-	-	-	-	-	Individual household-related services	
17	Badan internasional dan badan ekstra internasional lainnya	-	-	-	-	-	-	International and other extrainternational agencies	
18	Kegiatan yang belum jelas batasannya	2,734,993	-	-	-	-	-	Non-defined activities	
19	Bukan lapangan usaha	315,647	22,806	59,993	9,826	3,142	-	Non-business	
20	Lainnya	1,064,003	1,094	14,846	5,376	864	6,645	Others	
	TOTAL	23,830,951	1,444,784	443,981	181,652	88,971	115,596	TOTAL	

(dalam juta Rp / in million Rp)

Table Pengungkapan Tagihan dan Pencadangan Berdasarkan Sektor Ekonomi – Bank secara Konsolidasi dengan Entitas Anak
Table of Disclosure of Receivables and Allowances By Economic Sector - Bank, Consolidated with Subsidiaries

No.	Sektor Ekonomi	31 Desember 2018 / 31 December 2018						Economic Sector
		Tagihan Receivables	Tagihan yang Mengalami Penurunan Nilai Impaired Receivables		Cadangan Kerugian Penurunan Nilai (CKPN) - Individual Impairment Losses Allowance (ILA)	Cadangan Kerugian Penurunan Nilai (CKPN) - Kolektif Collective Impairment Losses Allowance (ILA)	Tagihan yang Dihapus Buku Receivables Written Off	
			Belum Jatuh Tempo Not Due	Telah Jatuh Tempo Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Pertanian, perburuan dan kehutanan	108,279	-	40,161	23,160	259	10,283	Agriculture, hunting and forestry
2	Perikanan	4,694	-	-	39	2	17,630	Fishery
3	Pertambangan dan penggalian	383,664	12,064	8,429	4,326	1,167	8,605	Mining and excavation
4	Industri pengolahan	2,001,661	149,626	154,163	81,231	6,037	45,059	Processing industry
5	Listrik, gas dan air	88,279	7,800	-	-	146	-	Power, gas and water
6	Konstruksi	1,097,061	178,358	46,857	22,799	3,967	11,153	Construction
7	Perdagangan besar dan eceran	1,685,446	70,883	117,396	62,840	8,916	10,000	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	1,876,426	190,815	13,186	276	6,342	-	Provision of accommodation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	531,306	76,496	25,174	8,685	2,145	16,062	Transportation, warehousing and communications
10	Perantara keuangan	12,045,737	682,265	-	63,034	10,136	56,242	Financial agency
11	Real estate, usaha persewaan dan jasa perusahaan	4,139,293	508,983	42,494	17,712	9,763	8,533	Real estate, leasing and corporate services
12	Administrasi pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	Government administration, land business and mandatory social service
13	Jasa pendidikan	178,029	16,675	3,401	-	736	-	Educational services
14	Jasa kesehatan dan kegiatan sosial	6,964	-	1,700	-	186	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	407,939	34,476	934	-	1,388	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	-	-	-	-	-	-	Individual household-related services
17	Badan internasional dan badan ekstra internasional lainnya	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	1,403,555	-	-	-	-	-	Non-defined activities
19	Bukan lapangan usaha	300,822	23,483	66,022	24,249	3,226	-	Non-business
20	Lainnya	258,820	5,891	7,973	-	1,018	-	Others
	TOTAL	26,517,975	1,957,815	527,890	308,351	55,431	183,567	TOTAL

(dalam juta Rp / in million Rp)

31 Desember 2017 / 31 December 2017								
No.	Sektor Ekonomi	Tagihan Receivables	Tagihan yang Mengalami Penurunan Nilai Impaired Receivables		Cadangan Penurunan Nilai Individual Impairment Losses Allowance (ILA)	Cadangan Kerugian Penurunan Nilai Kolektif Impairment Losses Allowance (ILA)	Tagihan yang Dihapus Buku Receivables Written Off	Economic Sector
			Belum Jatuh Tempo Not Due	Telah Jatuh Tempo Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Pertanian, perburuan dan kehutanan	53,161	4,260	19,444	6,909	204	-	Agriculture, hunting and forestry
2	Perikanan	1,720	3,887	17,630	-	1,433	-	Fishery
3	Pertambangan dan penggalian	285,801	12,576	36,553	15,193	1,344	-	Mining and excavation
4	Industri pengolahan	1,726,437	157,443	65,523	30,993	7,606	-	Processing industry
5	Listrik, gas dan air	12,193	5,153	-	-	13	-	Power, gas and water
6	Konstruksi	654,985	272,197	48,563	51,183	4,093	-	Construction
7	Perdagangan besar dan eceran	1,410,021	140,770	82,442	25,363	8,274	-	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	1,355,739	369,235	26,796	13,525	7,947	-	Provision of accommodation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	365,107	79,669	39,654	15,367	2,660	-	Transportation, warehousing and communications
10	Perantara keuangan	10,883,931	108,530	-	190	41,299	27,450	Financial agency
11	Real estate, usaha persewaan dan jasa perusahaan	361,385	361,328	57,906	15,285	14,339	67,999	Real estate, leasing and corporate services
12	Administrasi pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	Government administration, land business and mandatory social service
13	Jasa pendidikan	167,198	2,886	3,401	-	915	13,501	Educational services
14	Jasa kesehatan dan kegiatan sosial	4,350	2,003	1,700	-	160	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	447,703	29,773	239	-	2,432	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	-	-	-	-	-	-	Individual household-related services
17	Badan internasional dan badan ekstra internasional lainnya	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	2,734,993	-	-	-	-	-	Non-defined activities
19	Bukan lapangan usaha	315,647	22,806	59,993	9,827	3,143	-	Non-business
20	Lainnya	1,561,346	8,161	15,241	5,377	1,811	6,645	Others
TOTAL		25,591,718	1,580,676	475,087	189,213	97,673	115,596	TOTAL

(dalam juta Rp / in million Rp)

Tabel Pengungkapan Rincian Mutasi Cadangan Kerugian Penurunan Nilai – Bank secara Individual
Table of Disclosure of Detailed Changes in Allowances for Impairment Losses – Bank, Individually

No.	Keterangan	31 Desember 2018 31 December 2018		31 Desember 2017 31 December 2017		Description
		CKPN Individual Individual ILA	CKPN Kolektif Collective ILA	CKPN Individual Individual ILA	CKPN Kolektif Collective ILA	
(1)	(2)	(3)	(4)	(5)	(6)	(2)
1	Saldo awal CKPN	181,653	88,971	197,984	36,678	ILA - Starting Balance
2	Pembentukan (pemulihan) CKPN pada periode berjalan (Net)	290,045	(41,231)	99,264	52,293	Establishment (Recovery) of ILA in current period (Net)
	2.a Pembentukan CKPN pada periode berjalan	290,045	-	167,398	60,093	2.a. Establishment of ILA in current period
	2.b Pemulihan CKPN pada periode berjalan	-	(41,231)	(68,133)	(7,799)	2.b. Recovery of ILA in current period
3	CKPN yang digunakan untuk melakukan hapus buku atas tagihan pada periode berjalan	(183,567)	-	(115,596)	-	ILA used for writing off receivables in current period
4	Pembentukan (pemulihan) lainnya pada periode berjalan	11,456	-	-	-	Other Establishment (Recovery) in current period
	Saldo akhir CKPN	299,587	47,740	181,652	88,971	ILA - Ending Balance

(dalam juta Rp / in million Rp)

Tabel Pengungkapan Rincian Mutasi Cadangan Kerugian Penurunan Nilai – Bank secara Konsolidasi dengan Entitas Anak
Table of Disclosure of Detailed Changes in Allowances for Impairment Losses – Bank, Consolidated with Subsidiaries

No.	Keterangan	31 Desember 2018 31 December 2018		31 Desember 2017 31 December 2017		Description
		CKPN Individual Individual ILA	CKPN Kolektif Collective ILA	CKPN Individual Individual ILA	CKPN Kolektif Collective ILA	
(1)	(2)	(3)	(4)	(5)	(6)	(2)
1	Saldo awal CKPN	189,213	97,673	234,414	42,679	ILA - Starting Balance
2	Pembentukan (pemulihan) CKPN pada periode berjalan (Net)	291,250	(40,220)	103,707	54,993	Establishment (Recovery) of ILA in current period (Net)
	2.a Pembentukan CKPN pada periode berjalan	295,394	2,900,54	171,840	62,793	2.a. Establishment of ILA in current period
	2.b Pemulihan CKPN pada periode berjalan	(4,144)	(43,121)	(68,133)	(7,799)	2.b. Recovery of ILA in current period
3	CKPN yang digunakan untuk melakukan hapus buku atas tagihan pada periode berjalan	(183,567)	-	(148,908)	-	ILA used for writing off receivables in current period
4	Pembentukan (pemulihan) lainnya pada periode berjalan	11,456	-	-	-	Other Establishment (Recovery) in current period
	Saldo akhir CKPN	308,351	57,453	189,213	97,673	ILA - Ending Balance

Tabel Pengungkapan Tagihan Bersih Berdasarkan Kategori Portfolio dan Skala Peringkat – Bank secara Individual
Table of Disclosure of Net Receivables By Portfolio Category and Rating Scale – Bank, Individually

(dalam juta Rp / in million Rp)

31 Desember 2018/ 31 December 2018																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
No.	Kategori Portofolio	Lembaga Pemeringkat Rating Agency	Tagihan Bersih Net Receivables												Tanpa Peringkat Not Ratedw	(16)	(2)	Portfolio Category																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
			Peringkat Jangka Panjang Long Term Rating						Peringkat Jangka Pendek Short Term Rating																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
			AAA AAA	AA+ s.d AA- AA-	BBB+ s.d BBB- BBB-	BB+ s.d BB- BB-	B+ s.d B- B+ to B- B-	Kurang dari B- Lower than B-	A-1 A-1	A-2 A-2	A-3 A-3	Kurang dari A-3 Lower than A-3	F1+ s.d F1 F1+ s.d F1	F2 F2					F3 F3	Kurang dari F3 Lower than F3	P-1 P-1	P-2 P-2	P-3 P-3	Kurang dari P-3 Lower than P-3	F3(idn) F3(idn)	Kurang dari F3(idn) Lower than F3(idn)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
			AAA AAA	AA+ s.d AA- AA-	BBB+ s.d BBB- BBB-	BB+ s.d BB- BB-	B+ s.d B- B+ to B- B-	Kurang dari B- Lower than B-	F1+ s.d F1 F1+ s.d F1	F2 F2	F3 F3	Kurang dari F3 Lower than F3	P-1 P-1	P-2 P-2	P-3 P-3	Kurang dari P-3 Lower than P-3	F3(idn) F3(idn)	Kurang dari F3(idn) Lower than F3(idn)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				

(dalam juta Rp / in million Rp)

31 Desember 2017/ 31 December 2017																	
No.	Lembaga Pemeringkat Rating Agency	Kategori Portfolio	Tagihan Bersih Net Receivables														
			Peringkat jangka panjang Long Term Rating						Peringkat jangka Pendek Short Term Rating								
			AAA AAA	AA+ s.d AA- AA-	BBB+ s.d BBB- BBB-	BB+ s.d BB- BB-	B+ s.d B- B+ to B- B+ to B-	Kurang dari B- Lower than B-	A-1 A-1	A-2 A-2	A-3 A-3	Kurang dari A-3 Lower than A-3	Tanpa Peringkat Not Ratedw	Total Total	Portfolio Category		
			AAA AAA	AA+ s.d AA- AA-	BBB+ s.d BBB- BBB-	BB+ s.d BB- BB-	B+ s.d B- B+ to B- B+ to B-	Kurang dari B- Lower than B-	F1+ s.d F1 F1+ s.d F1 F1+ s.d F1	F2 F2	F3 F3	Kurang dari F3 Lower than F3					
			Aaa Aaa	Aa1 s.d Aa3 Aa1 to Aa3	Baa1 s.d Baa3 Baa1 to Baa3	Baa1 s.d Baa3 Baa1 to Baa3	B1 s.d B3 B1 to B3 B1 to B3	P-1 P-1	P-2 P-2	P-3 P-3	Kurang dari P-3 Lower than P-3						
		Fitch Ratings Indonesia	AAA (idn) AAA (idn)	AA+ (idn) s.d AA- (idn) AA+ (idn) to AA- (idn)	BBB+ (idn) s.d BBB- (idn) BBB+ (idn) s.d BBB- (idn)	BB+ (idn) s.d BB- (idn) BB+ (idn) s.d BB- (idn)	B+ (idn) s.d B- (idn) B+ (idn) s.d B- (idn)	Kurang dari B- Lower than B- (idn)	F1+ (idn) s.d F1 (idn) F1+ (idn) to F1 (idn)	F2 (idn) F2 (idn)	F3 (idn) F3 (idn)	Kurang dari F3 (idn) Lower than F3 (idn)					
		PT ICRA Indonesia	[idr]AAA [idr]AAA	[idr]AAA+ s.d [idr] AA- [idr]AAA+ to [idr] AA-	[idr]BBB+ s.d [idr] BBB- [idr]BBB+ to [idr] BBB-	[idr]BB+ s.d [idr] BB- [idr]BB+ to [idr] BB-	[idr]B+ s.d [idr] B- [idr]B+ to [idr] B-	Kurang dari [idr] B- Lower than [idr] B-	[idr]A1+ s.d [idr] A1 [idr]A1+ to [idr] A1	[idr]A2+ s.d [idr] A2 [idr]A2+ to [idr] A2	[idr]A3+ s.d [idr] A3 [idr]A3+ to [idr] A3	Kurang dari [idr] A3 Lower than [idr] A3					
		PT Pemeringkat Efek Indonesia	idAAA idAAA	idAA+ s.d idAA- idAA+ to idAA-	idBBB+ s.d id BBB- idBBB+ to idBBB-	idBB+ s.d idBB- idBB+ to idBB-	id B+ s.d id B- id B+ to id B-	Kurang dari id B- Lower than id B-	idA1 idA1	idA2 idA2	idA3 s.d id A4 idA3 to id A4	Kurang dari id A4 Lower than id A4					
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(2)	
1	Tagihan kepada pemerintah	-	-	-	-	-	-	-	-	-	-	-	-	6,913,124	6,913,124	Receivables from government	
2	Tagihan kepada entitas sektor publik	-	25,693	-	43,754	-	-	-	-	-	-	-	-	-	69,446	Receivables from public sector entities	
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions	
4	Tagihan kepada bank	-	233,337	123,343	111,942	1,217,663	-	-	-	-	-	-	-	388,969	2,075,254	Receivables from banks	
5	Kredit beragun rumah tinggal	-	-	-	-	-	-	-	-	-	-	-	-	491,239	491,239	Residential property collateralized loans	
6	Kredit beragun properti komersial	-	-	-	-	-	-	-	-	-	-	-	-	4,162,862	4,162,862	Commercial property collateralized loans	
7	Kredit pegawai/pensiunan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Employee/retirement loans	
8	Tagihan kepada usaha mikro usaha kecil dan portofolio ritel	-	-	-	-	-	-	-	-	-	-	-	-	2,556,681	2,556,681	Receivables from microbusiness, small business, and retail portfolio	
9	Tagihan kepada korporasi	-	533,956	504,815	923,486	486,236	-	-	-	-	-	-	-	7,824,513	10,273,006	Receivables from corporations	
10	Tagihan yang telah jatuh tempo	-	-	-	-	-	-	-	-	-	-	-	-	493,227	493,227	Due receivables	
11	Aset lainnya	-	-	-	-	-	-	-	-	-	-	-	-	955,945	955,945	Other assets	
12	Eksposur di Unit kerja Syariah (bila ada)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)	
	TOTAL	-	792,986	628,158	1,079,181	1,703,899	-	-	-	-	-	-	-	23,786,560	27,990,784	TOTAL	

Tabel Pengungkapan Tagihan Bersih Berdasarkan Bobot Risiko Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit – Bank secara Individual
Table of Disclosure of Net Receivables By Risk Weight After Calculating Credit Risk Mitigation Impact – Bank, Individually

(dalam juta Rp / in million Rp)

No.	Kategori Portofolio Portfolio Category	31 Desember 2018 / 31 December 2018												Beban Modal Capital Expenses		ATMR RWA	31 Desember 2017 / 31 December 2017												Beban Modal Capital Expenses		ATMR RWA		
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact															Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact																
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other	0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other	0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other		
(1)	(2)																																
A	Eksposur Neraca Balance Sheet Exposure																																
1	Tagihan kepada pemerintah Receivables from government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Tagihan kepada entitas sektor publik Receivables from public sector entities	-	5.052	-	-	-	20.664	-	-	-	-	25.716	2.314	-	5.139	-	-	-	21.877	-	-	-	-	-	-	-	-	-	-	-	-	27.015	2.431
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional Receivables from multilateral development banks and international institutions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
4	Tagihan kepada bank Receivables from banks	-	538.569	-	-	-	108.174	-	201.028	-	-	847.770	76.299	-	343.588	-	-	-	163.819	-	-	-	-	-	-	-	-	-	-	-	507.407	45.667	
5	Kredit beragun rumah tinggal Residential property collateralized loans	-	-	4.464	4.978	26.468	-	-	-	-	-	35.910	3.232	-	-	80.114	94.107	11.359	-	-	-	-	-	-	-	-	-	-	-	-	185.581	16.702	
6	Lredit beragun properti komersial Commercial property collateralized loans	-	-	-	-	-	-	-	1.447.093	-	-	1.447.093	130.238	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2.796.114	251.650		
7	Kredit pegawai/pensiunan Employee/retirement loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
8	Tagihan kepada usaha mikro, usaha kecil dan portofolio ritel Receivables from microbusiness, small business, and retail portfolio	-	-	-	-	-	-	54.866	-	-	54.866	4.938	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.651.610	148.645		
9	Tagihan kepada korporasi Receivables from corporations	-	325.774	-	-	-	605.223	-	10.561.782	16.126	-	11.508.905	1.035.801	-	207.625	-	-	-	456.743	-	-	-	-	-	-	-	-	-	-	8.358.895	752.301		
10	Tagihan yang telah jatuh tempo Due receivables	-	-	-	-	-	-	-	227.785	90.099	-	317.884	28.610	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	605.094	54.458		
11	Aset lainnya Other assets	-	-	-	-	-	-	-	-	-	2.048.218	2.048.218	184.340	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.027.621	92.486		
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Eksposur Neraca Total Balance Sheet Exposure		-	869.394	4.464	4.978	26.468	734.062	54.866	12.437.687	106.225	2.048.218	16.286.363	1.465.773	-	556.351	80.114	94.107	11.359	642.440	1.651.610	10.791.391	304.344	1.027.621	15.159.338	-	1.364.340							

(dalam juta Rp / in million Rp)

No.	Kategori Portofolio Portfolio Category	31 Desember 2018/ 31 December 2018												Beban Modal Capital Expenses	ATMR RWA	Beban Modal Capital Expenses										
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact																								
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other															
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	
B	Eksposur Kewajiban Komitmen/Kontinjensi pada Transaksi Rekening Administratif Commitment Liability Exposure/ Contingencies on Administrative Account Transactions																									
	Tagihan kepada pemerintah Receivables from government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Tagihan kepada entitas sektor publik Receivables from public sector entities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Tagihan kepada bank pembangunan multilateral dan lembaga internasional Receivables from multilateral development banks and international institutions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Tagihan kepada bank Receivables from banks	-	-	-	-	-	-	200	-	-	-	-	200	18	-	-	-	-	189	-	-	-	-	-	189	17
5	Kredit bergarun rumah tinggal Residential property collateralized loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
6	Kredit bergarun properti Komersial Commercial property collateralized loans	-	-	-	-	-	-	-	18,907	-	-	18,907	1,702	-	-	-	-	-	-	-	102,980	-	-	-	102,980	9,268
7	Kredit pegawai/pensiunan Employees/retirement loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
8	Tagihan kepada usaha mikro, usaha kecil dan portofolio ritel Receivables from microbusiness, small business, and retail portfolio	-	-	-	-	-	-	3,638	-	-	-	3,638	327	-	-	-	-	-	54,207	-	-	-	-	-	54,207	4,879
9	Tagihan kepada korporasi Receivables from corporations	-	-	-	-	-	-	-	414,273	-	-	414,273	37,285	-	-	-	-	-	-	-	463,496	-	-	-	463,496	41,715
10	Tagihan yang telah jatuh tempo Due receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	600	-	600	-	54
11	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Eksposur TRA Total Administrative Account Transactions		-	-	-	-	-	200	3,638	433,180	-	-	437,018	39,331.58	-	-	-	-	-	189	54,207	566,476	600	-	-	621,472	55,932,00

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Tabel Pengungkapan Tagihan Bersih Berdasarkan Bobot Risiko Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit – Bank secara Konsolidasi dengan Entitas Anak

(dalam juta Rp / in million Rp)

Table of Disclosure of Net Receivables By Risk Weight After Calculating Credit Risk Mitigation Impact – Bank, Consolidated with Subsidiaries

No.	Kategori Portofolio Portfolio Category	31 Desember 2018/ 31 December 2018												Beban Modal Capital Expenses	ATMR RWA	31 Desember 2017/ 31 December 2017												Beban Modal Capital Expenses
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact														Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact												
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other	0%	20%			35%	40%	45%	50%	75%	100%	150%	Lainnya Other					
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)			
A	Eksposur Neraca Balance Sheet Exposure																											
1	Tagihan kepada pemerintah Receivables from government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
2	Tagihan kepada entitas sektor publik Receivables from public sector entities	-	5,052	-	-	-	20,664	-	-	-	-	25,716	2,314	-	5,139	-	-	-	21,877	-	-	-	-	-	2,431			
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional Receivables from multilateral development banks and international institutions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
4	Tagihan kepada bank Receivables from banks	-	538,558	-	-	-	243,032	-	201,028	-	-	982,618	88,436	-	343,588	-	-	-	163,819	-	-	-	-	-	45,667			
5	Kredit beragun rumah tinggal Residential property collateralized loans	-	-	63,952	22,131	30,682	-	-	-	-	-	116,764	10,509	-	-	80,114	94,107	11,359	-	-	-	-	-	185,581	16,702			
6	Kredit beragun properti komersial Commercial property collateralized loans	-	-	-	-	-	-	-	1,447,593	-	-	1,447,593	130,283	-	-	-	-	-	-	-	2,796,114	-	-	2,796,114	251,650			
7	Kredit pegawai/pensiunan Employee/retirement loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
8	Tagihan kepada usaha mikro, usaha kecil dan portofolio ritel Receivables from microbusiness, small business, and retail portfolio	-	-	-	-	-	-	59,535	-	-	-	59,535	5,358	-	-	-	-	-	-	1,651,610	-	-	-	1,651,610	148,645			
9	Tagihan kepada korporasi Receivables from corporations	-	331,986	-	-	-	605,223	-	11,378,009	16,126	-	12,331,344	1,109,821	-	207,625	-	-	-	456,743	-	7,694,527	-	-	8,358,895	752,301			
10	Tagihan yang telah jatuh tempo Due receivables	-	-	-	-	-	-	-	325,111	218,797	-	543,909	48,952	-	-	-	-	-	-	-	300,750	304,344	-	605,094	54,458			
11	Aset lainnya Other assets	-	-	-	-	-	-	-	-	-	2,232,895	2,232,895	200,961	-	-	-	-	-	-	-	-	-	1,027,621	1,027,621	92,486			
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Total Eksposur Neraca Total Balance Sheet Exposure	-	875,595	63,952	22,131	30,682	868,920	59,535	13,351,741	234,923	2,232,895	17,740,373	1,596,634	-	556,351	80,114	94,107	11,359	642,440	1,651,610	10,791,391	304,344	1,027,621	15,159,338	1,364,340			

(dalam juta Rp / in million Rp)

No.	Kategori Portfolio Portfolio Category	31 Desember 2018/ 31 December 2018												Beban Modal Capital Expenses	ATMR RWA	31 Desember 2017 / 31 December 2017												Beban Modal Capital Expenses	ATMR RWA
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact														Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact													
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other	0%	20%			35%	40%	45%	50%	75%	100%	150%	Lainnya Other						
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)				
B	Eksposur Kewajiban Komitmen/Kontinjensi pada Transaksi Rekening Administratif Commitment Liability Exposure/ Contingencies on Administrative Account Transactions																												
1	Tagihan kepada pemerintah Receivables from government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
2	Tagihan kepada entitas sektor publik Receivables from public sector entities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional Receivables from multilateral development banks and international institutions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
4	Tagihan kepada bank Receivables from banks	-	-	-	-	-	200	-	-	-	-	200	18	-	-	-	-	-	189	-	-	-	-	189	17				
5	Kredit beragun rumah tinggal Residential property collateralized loans	-	-	0	-	-	-	-	-	-	-	0	0	-	-	-	-	-	-	-	-	-	-	-	-				
6	Kredit beragun properti komersial Commercial property collateralized loans	-	-	-	-	-	-	-	18,907	-	-	18,907	1,702	-	-	-	-	-	-	-	-	-	-	102,980	9,268				
7	Kredit pegawai/pensiunan Employee/retirement loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
8	Tagihan kepada usaha mikro, usaha kecil dan portofolio ritel Receivables from microbusiness, small business, and retail portfolio	-	-	-	-	-	-	3,638	-	-	-	3,638	327	-	-	-	-	-	-	54,207	-	-	-	54,207	4,879				
9	Tagihan kepada korporasi Receivables from corporations	-	-	-	-	-	-	-	415,549	-	-	415,549	37,399	-	-	-	-	-	-	-	-	-	-	463,922	41,753				
10	Tagihan yang telah jatuh tempo Due receivables	-	-	-	-	-	-	-	-	3,000	-	3,000	270	-	-	-	-	-	-	-	-	-	-	-	-				
11	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
	Total Eksposur TRA Total Administrative Account Transactions	-	-	0	-	-	200	3,638	434,456	3,000	-	441,294	39,716.46	-	-	-	-	-	189	54,207	566,901	-	-	621,297	55,917				

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Tabel Pengungkapan Tagihan Bersih dan Teknik Mitigasi Risiko Kredit - Bank Secara Individual
Table of Disclosure of Net Receivables and Credit Risk Mitigation Technique - Bank, Individually

(dalam juta Rp / in million Rp)

No.	Kategori Portofolio	31 Desember 2018 / 31 December 2018				Bagian yang Tidak Dijamin Part not Guaranteed	31 Desember 2017 / 31 December 2017				Bagian yang Tidak Dijamin Part not Guaranteed	Portfolio Category
		Tagihan Bersih Net Receivables	Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other	Tagihan Bersih Net Receivables	Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(3)	(4)	(5)	(6)	(7)	(8) = (3) - [(4)+(5)+(6)+(7)]
A	Eksposur Neraca											Balance Sheet Exposure
1	Tagihan kepada pemerintah	6,088,915	-	-	-	-	6,593,240	-	-	-	-	Receivables from government
2	Tagihan kepada entitas sektor publik	66,587	-	-	-	-	69,446	-	-	-	-	Receivables from public sector entities
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional	-	-	-	-	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions
4	Tagihan kepada bank	3,112,225	2,006	-	-	-	1,864,233	2,006	-	-	-	Receivables from banks
5	Kredit beragun rumah tinggal	84,017	-	-	-	-	337,637	1,830	-	-	-	Residential property collateralized loans
6	Kredit beragun properti komersial	1,447,093	-	-	-	-	4,059,883	1,263,769	-	-	-	Commercial property collateralized loans
7	Kredit pegawai/pensiunan	-	-	-	-	-	-	-	-	-	-	Employee/retirement loans
8	Tagihan kepada usaha mikro, usaha kecil dan portofolio ritel	80,560	7,405	-	-	-	2,475,531	218,077	-	-	-	Receivables from microbusiness, small business, and retail portfolio
9	Tagihan kepada korporasi	14,442,295	1,030,446	-	-	-	8,856,256	172,569	-	-	-	Receivables from corporations
10	Tagihan yang telah jatuh tempo	287,851	-	-	-	-	264,594	-	-	-	-	Due receivables
11	Aset lainnya	1,633,046	-	-	-	-	913,979	-	-	-	-	Other assets
12	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	Total Eksposur Neraca	27,242,589	1,039,858	-	-	-	25,434,799	1,658,251	-	-	-	Total Balance Sheet Exposure
						26,202,731						23,776,548

(dalam juta Rp / in million Rp)

No.	Kategori Portfolio	31 Desember 2018 / 31 December 2018					Bagian yang Tidak Dijamin Part not Guaranteed	31 Desember 2017 / 31 December 2017				Bagian yang Tidak Dijamin Part not Guaranteed	Portfolio Category	
		Tagihan Bersih Net Receivables	Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other		Tagihan Bersih Net Receivables	Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance			Lainnya Other
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)- [(4)+(5)+(6)+(7)]	(3)	(4)	(5)	(6)	(7)	(8) = (3)- [(4)+(5)+(6)+(7)]	(2)
C	Eksposur Counterparty Credit Risk													Administrative Account Exposure
1	Tagihan kepada pemerintah	-	-	-	-		-	-	-	-	-	-	-	Receivables from government
2	Tagihan kepada entitas sektor publik	-	-	-	-		-	-	-	-	-	-	-	Receivables from public sector entities
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional	-	-	-	-		-	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions
4	Tagihan kepada bank	-	-	-	-		-	-	-	-	-	-	-	Receivables from banks
5	Tagihan kepada usaha mikro, usaha kecil dan portfolio ritel	-	-	-	-		-	-	-	-	-	-	-	Receivables from microbusiness, small business, and retail portfolio
6	Tagihan kepada korporasi	-	-	-	-		-	-	-	-	-	-	-	Receivables from corporations
7	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-		-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	Total Eksposur Counterparty Credit Risk	-	-	-	-		-	-	-	-	-	-	-	Total Counterparty Credit Risk Exposure
	TOTAL (A+B+C)	27,729,021	1,087,860	-	-	-	26,641,540	26,072,147	1,658,251	-	-	-	24,413,896	TOTAL (A+B+C)

(dalam juta Rp / in million Rp)

Tabel Pengungkapan Tagihan Bersih dan Teknik Mitigasi Risiko Kredit - Bank secara Konsolidasi dengan Entitas Anak
Table of Disclosure of Net Receivables and Credit Risk Mitigation Technique - Bank, Consolidated with Subsidiaries

No.	Kategori Portfolio	31 Desember 2018 / 31 December 2018					Bagian yang Tidak Dijamin Part not Guaranteed	31 Desember 2017 / 31 December 2017				Bagian yang Tidak Dijamin Part not Guaranteed	Portfolio Category	
		Tagihan Bersih Net Receivables	Bagian yang Dijamin dengan Part Guaranteed by					Tagihan Bersih Net Receivables	Bagian yang Dijamin dengan Part Guaranteed by					
			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance			Lainnya Other
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3) - [(4)+(5)+(6)+(7)]	(3)	(4)	(5)	(6)	(7)	(8) = (3)- [(4)+(5)+(6)+(7)]	(2)
A	Eksposur Neraca													Balance Sheet Exposure
1	Tagihan kepada pemerintah	6,535,056	-	-	-	-	6,535,056	6,913,124	-	-	-	-	6,913,124	Receivables from government
2	Tagihan kepada entitas sektor publik	66,587	-	-	-	-	66,587	69,446	-	-	-	-	69,446	Receivables from public sector entities
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions
4	Tagihan kepada bank	3,381,887	2,006	-	-	-	3,407,172	2,074,875	2,006	-	-	-	2,072,869	Receivables from banks
5	Kredit beragun rumah tinggal	306,228	-	-	-	-	306,228	491,238	1,830	-	-	-	489,408	Residential property collateralized loans
6	Kredit beragun properti komersial	1,447,593	-	-	-	-	1,447,593	4,059,883	1,263,769	-	-	-	2,796,114	Commercial property collateralized loans
7	Kredit pegawai/ pensiunan	-	-	-	-	-	-	-	-	-	-	-	-	Employee/retirement loans
8	Tagihan kepada usaha mikro, usaha kecil dan portofolio ritel	86,785	7,405	-	-	-	79,380	2,484,405	282,258	-	-	-	2,202,147	Receivables from microbusiness, small business, and retail portfolio
9	Tagihan kepada korporasi	15,289,582	1,030,446	-	-	-	14,249,939	9,809,510	172,569	-	-	-	9,636,941	Receivables from corporations
10	Tagihan yang telah jatuh tempo	470,976	-	-	-	-	470,976	492,827	-	-	-	-	492,827	Due receivables
11	Aset lainnya	1,763,561	-	-	-	-	1,763,561	955,945	-	-	-	-	955,945	Other assets
12	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	Total Eksposur Neraca	29,348,254	1,039,858	-	-	-	28,326,491	27,351,253	1,722,432	-	-	-	25,628,821	Total Balance Sheet Exposure

(dalam juta Rp / in million Rp)

No.	Kategori Portofolio	31 Desember 2018 / 31 December 2018						31 Desember 2017 / 31 December 2017						Bagian yang Tidak Dijamin Part not Guaranteed	Portfolio Category
		Tagihan Bersih Net Receivables	Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other	Bagian yang Tidak Dijamin Part not Guaranteed	Tagihan Bersih Net Receivables	Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)- [(4)+(5)+(6)+(7)]	(3)	(4)	(5)	(6)	(7)	(8) = (3)- [(4)+(5)+(6)+(7)]	(2)	
B	Eksposur Rekening Administratif													Administrative Account Exposure	
1	Tagihan kepada pemerintah	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from government	
2	Tagihan kepada entitas sektor publik	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from public sector entities	
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions	
4	Tagihan kepada bank	400	-	-	-	-	400	379	-	-	-	-	379	Receivables from banks	
5	Kredit beragun rumah tinggal	0,41	-	-	-	-	0	0	-	-	-	-	0	Residential property collateralized loans	
6	Kredit beragun properti komersial	18,907	-	-	-	-	18,907	102,980	-	-	-	-	102,980	Commercial property collateralized loans	
7	Kredit pegawai/pensiunan	-	-	-	-	-	-	-	-	-	-	-	-	Employee/retirement loans	
8	Tagihan kepada usaha mikro, usaha kecil dan portofolio ritel	4,851	-	-	-	-	4,851	72,276	-	-	-	-	72,276	Receivables from microbusiness, small business, and retail portfolio	
9	Tagihan kepada korporasi	463,551	48,002	-	-	-	463,551	463,496	-	-	-	-	463,496	Receivables from corporations	
10	Tagihan yang telah jatuh tempo	2,000	-	-	-	-	2,000	400	-	-	-	-	400	Due receivables	
11	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)	
	Total Eksposur Rekening Administratif	489,709	48,002	-	-	-	489,709	639,530	-	-	-	-	639,530	Total Administrative Account Exposure	

(dalam juta Rp / in million Rp)

No.	Kategori Portofolio	31 Desember 2018 / 31 December 2018					Bagian yang Tidak Dijamin Part not Guaranteed	31 Desember 2017 / 31 December 2017					Bagian yang Tidak Dijamin Part not Guaranteed	Portfolio Category
		Tagihan Bersih Net Receivables	Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other		Tagihan Bersih Net Receivables	Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)- [(4)+(5)+(6)+(7)]	(3)	(4)	(5)	(6)	(7)	(8) = (3)- [(4)+(5)+(6)+(7)]	(2)
C	Eksposur Counterparty Credit Risk													Administrative Account Exposure
1	Tagihan kepada pemerintah	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from government
2	Tagihan kepada entitas sektor publik	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from public sector entities
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions
4	Tagihan kepada bank	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from banks
5	Tagihan kepada usaha mikro, usaha kecil dan portofolio ritel	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from microbusiness, small business, and retail portfolio
6	Tagihan kepada korporasi	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from corporations
7	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	Total Eksposur Counterparty Credit Risk	-	-	-	-	-	-	-	-	-	-	-	-	Total Counterparty Credit Risk Exposure
	TOTAL (A+B+C)	29,837,963	1,087,860	-	-	-	28,816,200	27,990,784	1,722,432	-	-	-	26,268,352	TOTAL (A+B+C)

Tabel Pengungkapan Transaksi Sekuritisasi - Bank secara Individual
Table of Disclosure of Securitization Exposure - Bank, Individually

(dalam juta Rp / in million Rp)

No.	Eksposur Sekuritisasi	31 Desember 2018 / 31 December 2018					31 Desember 2017 / 31 December 2017							Exposure to Securitization
		Nilai Aset yang Disekuritisasi Assets Value	Laba/Rugi dari Aktivitas Sekuritisasi Profit/ Loss from Securitisation Activities	ATMR RWA	Pengurang Modal Capital Deduction	Nilai Aset yang Disekuritisasi Assets Value	Nilai Aset yang Mengalami Penurunan Nilai Impairment Securitisation Assets Value		Laba/Rugi dari Aktivitas Sekuritisasi Profit/ Loss from Securitisation Activities	ATMR RWA	Pengurang Modal Capital Deduction			
							Tela Jatuh Tempo Due	Belum Jatuh Tempo Not Due						
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
1	Bank bertindak sebagai kreditur asal - Jenis eksposur (contoh: tagihan beragun rumah tinggal)	-	-	-	-	-	-	-	-	-	-	-	-	Bank act as original creditor - Exposure type (example: loan with house as collateral)
2	Bank bertindak sebagai penyedia kredit pendukung a. Fasilitas penanggung risiko pertama - Jenis eksposur (contoh: tagihan beragun rumah tinggal) b. Fasilitas penanggung risiko kedua - Jenis eksposur (contoh: tagihan beragun rumah tinggal)	-	-	-	-	-	-	-	-	-	-	-	-	Bank act as supporting credit provider a. First risk insurer facility - Exposure type (example: loan with house as collateral) Second risk insurer facility - Exposure type (example: loan with house as collateral)
3	Bank bertindak sebagai penyedia fasilitas likuiditas - Jenis eksposur (contoh: tagihan beragun rumah tinggal)	-	-	-	-	-	-	-	-	-	-	-	-	Banks act as liquidity facility provider - Exposure type (example: loan with house as collateral)
4	Bank bertindak sebagai Penyedia Jasa - Jenis eksposur (contoh: tagihan beragun rumah tinggal)	-	-	-	-	-	-	-	-	-	-	-	-	Banks act as services provider - Exposure type (example: loan with house as collateral)
5	Bank bertindak sebagai bank kustodian - Jenis eksposur (contoh: tagihan beragun rumah tinggal)	-	-	-	-	-	-	-	-	-	-	-	-	Banks act as custodian bank - Exposure type (example: loan with house as collateral)
6	Bank bertindak sebagai penodal a. Senior tranche - Jenis eksposur (contoh: tagihan beragun rumah tinggal) b. Junior tranche - Jenis eksposur (contoh: tagihan beragun rumah tinggal)	76,917	-	-	(1,054)	76,917	-	99,979	-	-	968	99,979	-	Banks act as capital provider a. Senior tranche - Exposure type (example: loan with house as collateral) b. Junior tranche - Exposure type (example: loan with house as collateral)

(dalam juta Rp / in million Rp)

Tabel Pengungkapan Transaksi Sekuritisasi - Bank Secara Konsolidasi dengan Entitas Anak
Table of Disclosure of Securitization Transaction - Bank, Consolidated with Subsidiaries

No.	Eksposur Sekuritisasi	31 Desember 2018 / 31 December 2018						31 Desember 2017 / 31 December 2017					
		Nilai Aset yang Disekuritisasi		Laba/Rugi dari Aktivitas Sekuritisasi		Pengurang Modal Capital Deduction	ATMR RWA	Nilai Aset yang Disekuritisasi		Laba/Rugi dari Aktivitas Sekuritisasi	ATMR RWA	Pengurang Modal Capital Deduction	Exposure to Securitization
		Nilai Aset yang Disekuritisasi Assets Value	Impairment Securities Assets Value	Tela Jatuh Tempo Due	Belum Jatuh Tempo Not Due			Nilai Aset yang Disekuritisasi Assets Value	Impairment Securities Assets Value				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
1	Bank bertindak sebagai kreditur asal - Jenis eksposur (contoh: tagihan beragun rumah tinggal)	-	-	-	-	-	-	-	-	-	-	-	Bank act as original creditor - Exposure type (example: loan with house as collateral)
2	Bank bertindak sebagai penyedia kredit pendukung a. Fasilitas penanggung risiko pertama - Jenis eksposur (contoh: tagihan beragun rumah tinggal) b. Fasilitas penanggung risiko kedua - Jenis eksposur (contoh: tagihan beragun rumah tinggal)	-	-	-	-	-	-	-	-	-	-	-	Bank act as supporting credit provider a. First risk insurer facility - Exposure type (example: loan with house as collateral) b. Second risk insurer facility - Exposure type (example: loan with house as collateral)
3	Bank bertindak sebagai penyedia fasilitas Likuiditas - Jenis eksposur (contoh: tagihan beragun rumah tinggal)	-	-	-	-	-	-	-	-	-	-	-	Banks act as liquidity facility provider - Exposure type (example: loan with house as collateral)
4	Bank bertindak sebagai penyedia jasa - Jenis eksposur (contoh: tagihan beragun rumah tinggal)	-	-	-	-	-	-	-	-	-	-	-	Banks act as services provider - Exposure type (example: loan with house as collateral)
5	Bank bertindak sebagai bank kustodian - Jenis eksposur (contoh: tagihan beragun rumah tinggal)	-	-	-	-	-	-	-	-	-	-	-	Banks act as custodian bank - Exposure type (example: loan with house as collateral)
6	Bank bertindak sebagai pemodal a. Senior tranche - Jenis eksposur (contoh: tagihan beragun rumah tinggal) b. Junior tranche - Jenis eksposur (contoh: tagihan beragun rumah tinggal)	76.917	-	-	(1.054)	76.917	-	99.979	-	968	99.979	-	Banks act as capital provider a. Senior tranche - Exposure type (example: loan with house as collateral) b. Junior tranche - Exposure type (example: loan with house as collateral)

Perhitungan ATMR Risiko Kredit Pendekatan Standar – Bank secara Individual
Credit Risk RWA Calculation by Standardized Approach – Bank, Individually

Tabel Pengungkapan Eksposur Aset di Neraca
Table of Disclosure of Asset Exposure in the Balance Sheet

(dalam juta Rp / in million Rp)

No.	Kategori Portfolio	31 Desember 2018 / 31 December 2018				31 Desember 2017 / 31 December 2017				Portfolio Category
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Setelah MRK Past-MRK RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
1	Tagihan kepada pemerintah	6,088,915	-	-	6,593,240	-	-	-	-	Receivables from government
2	Tagihan kepada entitas sektor publik	66,587	25,716	25,716	69,446	27,015	27,015	27,015	27,015	Receivables from public sector entities
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional	-	-	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions
4	Tagihan kepada bank	3,112,225	848,774	847,770	1,864,233	410,048	409,044	1,864,233	409,044	Receivables from banks
5	Kredit beragun rumah tinggal	84,017	35,910	35,910	337,637	126,806	126,165	337,637	126,165	Residential property collateralized loans
6	Kredit beragun properti komersial	1,447,093	1,447,093	1,447,093	4,059,883	4,059,883	2,796,114	4,059,883	2,796,114	Employee/retirement loans
7	Kredit pegawai/pensiunan	-	-	-	-	-	-	-	-	Employee/retirement loans
8	Tagihan kepada usaha mikro, usaha kecil dan portfolio ritel	80,560	60,420	54,866	2,475,531	1,856,648	1,693,090	2,475,531	1,693,090	Receivables from microbusiness, small business, and retail portfolio
9	Tagihan kepada korporasi	14,442,295	12,539,351	11,508,905	8,856,256	7,637,872	7,465,303	8,856,256	7,465,303	Receivables from corporations
10	Tagihan yang telah jatuh tempo	287,851	317,884	317,884	264,594	308,028	308,028	264,594	308,028	Due receivables
11	Aset lainnya	1,633,046	-	2,048,218	913,979	-	979,893	913,979	979,893	Other assets
	TOTAL	27,242,589	15,275,148	16,286,363	25,434,799	14,426,299	13,804,653	25,434,799	13,804,653	TOTAL

Perhitungan ATMR Risiko Kredit Pendekatan Standar – Bank secara Konsolidasi dengan Entitas Anak
Calculation of RWA of Credit Risks by Standardized Approach – Bank, Consolidated with Subsidiaries

Tabel Pengungkapan Eksposur Aset di Neraca
Table of Disclosure of Asset Exposure in the Balance Sheet

(dalam juta Rp / in million Rp)

No.	Kategori Portfolio	31 Desember 2018 / 31 December 2018			31 Desember 2017 / 31 December 2017			Portfolio Category
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Tagihan kepada pemerintah	6,535,056	-	-	6,913,124	-	-	Receivables from government
2	Tagihan kepada entitas sektor publik	66,587	25,716	25,716	69,446	27,015	27,015	Receivables from public sector entities
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions
4	Tagihan kepada bank	3,381,887	983,621	982,618	2,074,875	508,410	507,407	Receivables from banks
5	Kredit beragun rumah tinggal	306,228	116,764	116,764	491,238	186,221	185,581	Residential property collateralized loans
6	Kredit beragun properti komersial	1,447,593	1,447,593	1,447,593	4,059,883	4,059,883	2,796,114	Commercial property collateralized loans
7	Kredit pegawai/pensiunan	-	-	-	-	-	-	Employee/retirement loans
8	Tagihan kepada usaha mikro, usaha kecil dan portfolio ritel	86,785	65,089	59,535	2,484,405	1,863,304	1,651,610	Receivables from microbusiness, small business, and retail portfolio
9	Tagihan kepada korporasi	15,289,582	13,361,790	12,331,344	9,809,510	8,531,464	8,358,895	Receivables from corporations
10	Tagihan yang telah jatuh tempo	470,976	543,909	543,909	492,827	592,347	605,094	Due receivables
11	Aset lainnya	1,763,561	-	2,232,895	955,945	-	1,027,621	Other assets
	TOTAL	29,348,254	16,544,481	17,740,373	27,351,253	15,768,644	15,159,338	TOTAL

Tabel Pengungkapan Eksposur Kewajiban Komitmen Kontinjensi pada Transaksi Rekening Administratif - Bank secara Individual
Table of Disclosure of Commitment Contingency Liabilities Exposure in Administrative Account Transactions - Bank, Individually

(dalam juta Rp / in million Rp)

No.	Kategori Portfolio	31 Desember 2018 / 31 December 2018			31 Desember 2017/ 31 December 2017			Portfolio Category
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Tagihan kepada pemerintah	-	-	-	-	-	-	Receivables from government
2	Tagihan kepada entitas sektor publik	-	-	-	-	-	-	Receivables from public sector entities
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions
4	Tagihan kepada bank	400	200	200	758	189	189	Receivables from banks
5	Kredit beragun rumah tinggal	-	-	-	-	-	-	Residential property collateralized loans
6	Kredit beragun properti komersial	18,907	18,907	18,907	102,980	102,980	102,980	Employee/retirement loans
7	Kredit pegawai/pensiunan	-	-	-	-	-	-	Employee/retirement loans
8	Tagihan kepada usaha mikro, usaha kecil dan portfolio ritel	4,850	3,638	3,638	69,689	54,207	54,207	Receivables from microbusiness, small business, and retail portfolio
9	Tagihan kepada korporasi	462,275	462,275	414,273	463,922	463,922	463,922	Receivables from corporations
10	Tagihan yang telah jatuh tempo	-	-	-	-	-	-	Due receivables
TOTAL		486,432	485,019	437,018	637,348	621,297	621,297	TOTAL

Tabel Pengungkapan Eksposur Kewajiban Komitmen Kontinjensi pada Transaksi Rekening Administratif
- Bank secara Konsolidasi dengan Entitas Anak
Table of Disclosure of Commitment Contingency Liabilities Exposure in Administrative Account Transactions
- Bank, Consolidated with Subsidiaries

(dalam juta Rp / in million Rp)

No.	Kategori Portofolio	31 Desember 2018 / 31 December 2018			31 Desember 2017 / 31 December 2017			Portfolio Category
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Tagihan kepada pemerintah	-	-	-	-	-	-	Receivables from government
2	Tagihan kepada entitas sektor publik	-	-	-	-	-	-	Receivables from public sector entities
3	Tagihan kepada bank pembangunan multilateral dan lembaga internasional	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions
4	Tagihan kepada bank	400	200	200	379	189	189	Receivables from banks
5	Kredit beragun rumah tinggal	0.41	0.14	0.14	0	0	0	Residential property collateralized loans
6	Kredit beragun properti komersial	18,907	18,907	18,907	102,980	102,980	102,980	Commercial property collateralized loans
7	Kredit pegawai/pensiunan	-	-	-	-	-	-	Employee/retirement loans
8	Tagihan kepada usaha mikro, usaha kecil dan portofolio ritel	4,851	3,638	3,638	72,276	54,207	54,207	Receivables from microbusiness, small business, and retail portfolio
9	Tagihan kepada korporasi	463,551	463,551	415,549	463,496	463,496	463,496	Receivables from corporations
10	Tagihan yang telah jatuh tempo	2,000	3,000	3,000	400	600	600	Due receivables
	TOTAL	489,709	489,296	441,294	639,530	621,472	621,472	TOTAL

Tabel Pengungkapan Eksposur Sekuritisasi
Table of Disclosure of Securitization Exposure

(dalam juta Rp / in million Rp)

No.	Jenis Transaksi	31 Desember 2018 / 31 December 2018		31 Desember 2017 / 31 December 2017		Portfolio Category
		Faktor Pengurang Modal Impairment Factor	ATMR RWA	Faktor Pengurang Modal Impairment Factor	ATMR RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(2)
1.	Fasilitas kredit pendukung yang memenuhi persyaratan	-	-	-	-	Eligible supporting credit facility
2.	Fasilitas kredit pendukung yang tidak memenuhi persyaratan	-	-	-	-	Ineligible supporting credit facility
3.	Fasilitas likuiditas yang memenuhi persyaratan	-	-	-	-	Eligible liquidity facility
4.	Fasilitas likuiditas yang tidak memenuhi persyaratan	-	-	-	-	Ineligible liquidity facility
5.	Pembelian efek beragun aset yang memenuhi persyaratan	-	-	-	-	Eligible purchase of assets
6.	Pembelian efek beragun aset yang tidak memenuhi persyaratan	-	-	-	-	Collateralized securities ineligible purchase of assets collateralized securities
7.	Eksposur sekuritisasi yang tidak tercakup dalam ketentuan bank Indonesia mengenai prinsip-prinsip kehati-hatian dalam aktivitas sekuritisasi aset bagi bank umum.	-	15,383	-	99,979	Exposure to securitizations not included in bank Indonesia regulations concerning the principle of prudence in asset securitization activities for public banks.
TOTAL		-	15,383	-	99,979	TOTAL

Perhitungan ATMR Risiko Kredit Pendekatan Standar – Bank secara Individual
Calculation of RWA of Credit Risks by Standardized Approach – Bank Individually

Tabel Pengungkapan Eksposisur Sekuritisasi
Table of Disclosure of Securitization Exposure

(dalam juta Rp / in million Rp)

No.	Kategori Portofolio	31 Desember 2018 / 31 December 2018			31 Desember 2017 / 31 December 2017			Portfolio Category
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Tagihan Kepada Pemerintah	6,088,915	-	-	6,593,240	-	-	Receivables from government
2	Tagihan Kepada Entitas Sektor Publik	66,587	25,716	25,716	69,446	27,015	27,015	Receivables from public sector entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional	-	-	-	-	-	-	Receivables from multilateral development banks and international institutions
4	Tagihan Kepada Bank	3,112,225	848,774	847,770	1,864,233	410,048	409,044	Receivables from banks
5	Kredit Beragunan Rumah Tinggal	84,017	35,910	35,910	337,637	126,806	126,165	Residential property collateralized loans
6	Kredit Beragunan Properti Komersial	1,447,093	1,447,093	1,447,093	4,059,883	4,059,883	2,796,114	Commercial property collateralized loans
7	Kredit Pegawai/Pensiunan	-	-	-	-	-	-	Employee/retirement loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	80,560	60,420	54,866	2,475,531	1,856,648	1,693,090	Receivables from microbusiness, small business, and retail portfolio
9	Tagihan Kepada Korporasi	14,442,295	12,539,351	11,508,905	8,856,256	7,637,872	7,465,303	Receivables from corporations
10	Tagihan Yang Telah Jatuh Tempo	287,851	317,884	317,884	264,594	308,028	308,028	Due receivables
11	Aset Lainnya	1,633,046	-	2,048,218	913,979	-	979,893	Other assets
	TOTAL	27,242,589	15,275,148	16,286,363	25,434,799	14,426,299	13,804,653	Total

Tabel Pengungkapan Total Pengukuran Risiko Kredit – Bank secara Individual
Table of Disclosure of Total Credit Risk Measurement – Bank, Individually

(dalam juta Rp / in million Rp)

Kategori Portofolio	31 Desember 2018 / 31 December 2018	31 Desember 2017 / Desember 31, 2017	Portfolio Category
TOTAL ATMR RISIKO KREDIT	16,738,764	14,525,929	TOTAL RWA FOR CREDIT RISK
TOTAL FAKTOR PENGURANG MODAL	-	-	TOTAL IMPAIRMENT FACTOR

Tabel Pengungkapan Total Pengukuran Risiko Kredit- Bank secara Konsolidasi dengan Perusahaan Anak
Table of Disclosure of Total Credit Risk Measurement - Bank, Consolidated with Subsidiaries

(dalam juta Rp / in million Rp)

Kategori Portfolio	31 Desember 2017 / 31 December 2017	31 Desember 2016 / Desember 31, 2016	Portfolio Category
TOTAL ATMR RISIKO KREDIT	18,197,050	15,672,643	TOTAL RWA FOR CREDIT RISK
TOTAL FAKTOR PENGURANG MODAL	-	-	TOTAL CAPITAL DEDUCTION FACTOR

Tabel Pengungkapan Risiko Pasar dengan Menggunakan Metode Standar
Table of Disclosure of Market Risk Using Standardized Method

(dalam juta Rp / in million Rp)

No.	Kategori Portfolio	31 Desember 2018 / 31 December 2018				31 Desember 2017 / 31 December 2017				Portfolio Category
		Bank	Bank	Konsolidasi	Konsolidasi	Bank	Bank	Konsolidasi	Konsolidasi	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(2)
1	Risiko Suku Bunga	-	-	-	-	-	-	-	-	Interest Rate Risk
	a. Risiko spesifik	18,033	225,409	18,033	225,409	27,892	348,655	27,892	348,655	a. Specific risk
	b. Risiko umum	1,936	24,200	1,936	24,200	12,730	159,125	12,730	159,125	b. General risk
2	Risiko Nilai Tukar	1,126	14,074	1,126	14,074	192	2,406	192	2,406	Exchange Rate Risk
3	Risiko Ekuitas *)	-	-	-	-	-	-	-	-	Equity Risk *)
4	Risiko Komoditas *)	-	-	-	-	-	-	-	-	Commodity Risk *)
5	Risiko Option	-	-	-	-	-	-	-	-	Option Risk
	TOTAL	21,095	263,683	21,095	263,683	40,815	510,186	40,815	510,186	TOTAL

Tabel Pengungkapan Eksposur Interest Rate Risk in Banking Book (IRRBB) - Bank secara Individual
Table of Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure - Bank, Individually

Pengungkapan eksposur IRRBB yaitu peningkatan atau penurunan earnings dan economic value terhadap pergerakan suku bunga (rate shock assumption) berdasarkan format gap report yang disusun Bank dalam rangka pemenuhan ketentuan mengenai penilaian tingkat kesehatan Bank Umum dan penerapan manajemen risiko bagi Bank Umum. / Disclosure of IRRBB exposure, i.e. increase or decrease in earnings and economic value in relation to interest rate ("rate shock assumption") based on gap report format prepared by the Bank in order to comply with the provisions on assessment of financial soundness and risk management implementation for commercial banks.

(dalam juta Rp / in million Rp)

Skala Waktu	31 Desember 2018 / 31 December 2018					31 Desember 2017 / 31 December 2017					Time Scale
	1 bulan 1 month	1 - 3 bulan 1 - 3 month	3 - 6 bulan 3 - 6 month	6 - 12 bulan 6 - 12 month	> 12 bulan > 12 month	1 bulan 1 month	1 - 3 bulan 1 - 3 month	3 - 6 bulan 3 - 6 month	6 - 12 bulan 6 - 12 month	> 12 bulan > 12 month	
REPRICING GAP	942,940	(4,865,439)	(1,534,052)	(1,537,472)	2,896,524	1,068,550	(5,981,520)	(1,506,562)	(987,197)	3,927,622	REPRICING GAP
Mid Time Bucket	15	60	135	270	2,880	15	60	135	270	1,080	Mid Time Bucket
Rate Shock Assumption	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	Rate Shock Assumption
Delta Earning at Risk (EaR)	90	(405)	(96)	(38)	135	102	(498)	(94)	(25)	224	Delta Earning at Risk (EaR)
Total Delta EaR	(314)					(290)					Total Delta EaR
Delta Economic Value of Equity per Bucket	(391)	8,062	5,713	11,431	(221,633)	(443)	9,911	5,611	7,340	(115,511)	Delta Economic Value of Equity per Bucket
Total Delta Economic Value of Equity	(196,817)					(93,091)					Total Delta Economic Value of Equity
Tier 1	2,313,106					2,453,846					Tier 1
Ratio Total Delta Economic Value / T1	-8.51%					-3.79%					Ratio Total Delta Economic Value / T1

Tabel Pengungkapan Eksposur Interest Rate Risk in Banking Book (IRRBB) - Bank secara Konsolidasi dengan Entitas Anak
Table of Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure - Bank, Consolidate with Subsidiaries

(dalam juta Rp / in million Rp)

Skala Waktu	31 Desember 2018 / 31 December 2018					31 Desember 2017 / 31 December 2017					Time Scale
	1 bulan 1 month	1 - 3 bulan 1 - 3 month	3 - 6 bulan 3 - 6 month	6 - 12 bulan 6 - 12 month	> 12 bulan > 12 month	1 bulan 1 month	1 - 3 bulan 1 - 3 month	3 - 6 bulan 3 - 6 month	6 - 12 bulan 6 - 12 month	> 12 bulan > 12 month	
REPRICING GAP	137,219	(5,105,122)	(1,405,851)	(1,359,964)	3,761,883	554,314	(6,250,831)	(1,653,415)	(780,012)	4,545,125	REPRICING GAP
Median Time Bucket	15	60	135	270	2,880	15	60	135	270	1,080	Median Time Bucket
Rate Shock Assumption	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	Rate Shock Assumption
Delta Earning at Risk (EaR)	13	(425)	(88)	(34)	176	53	(521)	(103)	(20)	260	Delta Earning at Risk (EaR)
Total Delta EaR	(359)					(331)					Total Delta EaR
Delta Economic Value of Equity per Bucket	(57)	8,459	5,236	10,111	(287,847)	(230)	10,358	6,158	5,799	(133,671)	Delta Economic Value of Equity per Bucket
Total Delta Economic Value of Equity	(264,098)					(111,586)					Total Delta Economic Value of Equity
Tier 1	2,586,511					2,705,546					Tier 1
Ratio Total Delta Economic Value / T1	-10.21%					-4.12%					Ratio Total Delta Economic Value / T1

Tabel Pengungkapan Profil Maturitas Rupiah – Bank secara Individual
Table of Disclosure of Rupiah Maturity Profile - Bank, Individually

(dalam juta Rp / in million Rp)

No.	Kategori Portofolio	Saldo Balance	31 Desember 2018 / 31 December 2018					Saldo Balance	31 Desember 2017 / 31 December 2017					Portfolio Category
			Jatuh Tempo Maturity						Jatuh Tempo Maturity					
			< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 months	> 3 bln s.d. 6 bln >3 to 6 months	> 6 bln s.d. 12 bln >6 to 12 months	> 12 bulan >12 months		< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 months	> 3 bln s.d. 6 bln >3 to 6 months	> 6 bln s.d. 12 bln >6 to 12 months	> 12 bulan >12 months	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
I	NERACA													BALANCE SHEET
	A. Aset													A. Assets
	1. Kas	53,923	53,923	-	-	-	-	64,802	64,802	-	-	-	-	1. Cash
	2. Penempatan pada Bank Indonesia	1,588,073	1,588,073	-	-	-	-	2,395,271	2,395,271	-	-	-	-	2. Placements with Bank Indonesia
	3. Penempatan pada bank lain	1,870,732	1,676,490	48,734	96,878	48,630	-	1,139,716	760,122	99,116	141,124	94,930	44,424	3. Placements with other banks
	4. Surat berharga	4,874,574	279,834	222,861	618,489	359,541	3,393,849	7,515,015	609,446	192,644	944,471	533,137	5,235,318	4. Securities
	5. Kredit yang diberikan	15,071,612	1,120,967	1,683,449	1,764,614	2,336,565	8,166,961	14,568,338	606,577	992,866	1,192,100	3,127,251	8,649,544	5. Loans disbursed
	6. Tagihan lainnya	71,246	10,742	50,595	9,909	-	-	50,232	-	12,344	37,888	-	-	6. Other receivables
	7. Lain-lain	-	-	-	-	-	-	-	-	-	-	-	-	7. Others
	Total Aset	23,530,160	4,730,029	2,005,638	2,489,890	2,744,736	11,560,810	25,733,374	4,436,218	1,296,970	2,315,583	3,755,318	13,929,286	Total Assets
	B. Kewajiban													B. Liabilities
	1. Dana Pihak ketiga	20,289,922	12,624,465	4,592,836	1,787,954	1,284,667	-	20,550,716	12,693,737	5,658,333	1,545,423	653,223	-	1. Third-party Funds
	2. Kewajiban pada Bank Indonesia	-	-	-	-	-	-	-	-	-	-	-	-	2. Liabilities to Bank Indonesia
	3. Kewajiban pada Bank lain	1,618,853	1,598,843	19,010	-	1,000	-	2,116,884	2,095,074	20,510	300	1,000	-	3. Liabilities to other banks
	4. Surat Berharga yang Diterbitkan	591,947	-	-	-	-	591,947	494,129	-	-	199,755	-	294,374	4. Securities issued
	5. Pinjaman yang Diterima	-	-	-	-	-	-	-	-	-	-	-	-	5. Loans received
	6. Kewajiban lainnya	67,898	7,394	50,595	9,909	-	-	11,649	-	11,649	-	-	-	6. Other liabilities
	7. Lain-lain	-	-	-	-	-	-	-	-	-	-	-	-	7. Others
	Total Kewajiban	22,568,620	14,230,702	4,662,441	1,797,863	1,285,667	591,947	23,173,378	14,788,811	5,690,492	1,745,478	654,223	294,374	Total Liabilities
	Selisih Aset dengan Kewajiban dalam Neraca	961,540	(9,500,673)	(2,656,803)	692,027	1,459,069	10,968,863	2,559,996	(10,352,593)	(4,393,522)	570,105	3,101,095	13,634,912	Difference between Assets and Liabilities in the Balance Sheet

(dalam juta Rp / in million Rp)

No.	Kategori Portfolio	Saldo Balance	31 Desember 2017 / 31 December 2017					Saldo Balance	31 Desember 2016 / 31 December 2016					Portfolio Category
			Jatuh Tempo Maturity						Jatuh Tempo Maturity					
			< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 months	> 3 bln s.d. 6 bln >3 to 6 months	> 6 bln s.d. 12 bln >6 to 12 months	> 12 bulan >12 months		< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 months	> 3 bln s.d. 6 bln >3 to 6 months	> 6 bln s.d. 12 bln >6 to 12 months	> 12 bulan >12 months	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
II	REKENING ADMINISTRATIF													ADMINISTRATIVE ACCOUNT
	A. Tagihan Rekening Administratif													A. Administrative Account Receivables
	1. Komitmen	-	-	-	-	-	-	-	-	-	-	-	-	1. Commitment
	2. Kontijensi	552,723	552,723	-	-	-	-	484,695	484,695	-	-	-	-	2. Contingencies
	Total Tagihan Rekening Administratif	552,723	552,723	-	-	-	-	484,695	484,695	-	-	-	-	Total Administrative Account Receivables
	B. Kewajiban Rekening Administratif													B. Administrative Account Liabilities
	1. Komitmen	1,799,585	356,788	284,084	455,121	703,592	-	2,410,874	240,153	529,586	695,974	939,754	5,407	1. Commitment
	2. Kontijensi	326,715	53,058	44,881	87,306	112,709	28,761	353,810	72,513	140	31,491	246,916	2,750	2. Contingencies
	Total Kewajiban Rekening Administratif	2,126,300	409,846	328,965	542,427	816,301	28,761	2,764,684	312,666	529,726	727,465	1,186,670	8,157	Total Administrative Account Liabilities
	Selisih Tagihan dan Kewajiban dalam Rekening Administratif	(1,573,577)	142,877	(328,965)	(542,427)	(816,301)	(28,761)	(2,279,989)	172,029	(529,726)	(727,465)	(1,186,670)	(8,157)	Difference between Receivables and Liabilities in the Administrative Account
	Selisih [(IA-IB)+(IIA-IIB)]	(612,037)	(9,357,796)	(2,985,768)	149,600	642,768	10,940,102	280,007	(10,180,564)	(4,923,248)	(157,360)	1,914,425	13,626,755	Amount of [(IA-IB)+(IIA-IIB)]
	Selisih Kumulatif		(9,357,796)	(12,343,564)	(12,193,963)	(11,551,195)	(611,093)		(10,180,564)	(15,103,812)	(15,261,173)	(13,346,748)	280,007	Cumulative Amount

Tabel Pengungkapan Profil Maturitas Rupiah – Bank secara Konsolidasi dengan Perusahaan Anak
Table of Disclosure of Rupiah Maturity Profile - Bank, Consolidated with Subsidiaries

(dalam juta Rp / in million Rp)

No.	Kategori Portofolio	Saldo Balance	31 Desember 2018 / 31 December 2018							Saldo Balance	31 Desember 2017 / 31 December 2017				Portfolio Category
			Jatuh Tempo Maturity								Jatuh Tempo Maturity				
			< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 months	> 3 bln s.d. 6 bln >3 to 6 months	> 6 bln s.d. 12 bln >6 to 12 months	> 12 bulan >12 months	< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 months		> 3 bln s.d. 6 bln >3 to 6 months	> 6 bln s.d. 12 bln >6 to 12 months	> 12 bulan >12 months		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)	
I	NERACA														BALANCE SHEET
	A. Aset														A. Assets
	1. Kas	56,435	56,435	-	-	-	-	-	70,212	70,212	-	-	-	-	1. Cash
	2. Penempatan pada Bank Indonesia	1,653,451	1,653,451	-	-	-	-	-	2,549,784	2,549,784	-	-	-	-	2. Placements with Bank Indonesia
	3. Penempatan pada bank lain	2,139,971	1,945,729	48,734	96,878	48,630	-	-	1,317,425	937,831	99,116	141,124	94,930	44,424	3. Placements with other banks
	4. Surat berharga	5,282,996	279,834	276,820	618,489	371,603	3,736,250	7,835,296	659,626	202,864	969,037	544,380	5,459,390	4. Securities	
	5. Kredit yang diberikan	15,159,025	64,059	1,832,285	1,961,011	2,611,750	8,689,920	15,831,264	729,078	1,139,663	1,302,165	3,393,581	9,266,777	5. Loans disbursed	
	6. Tagihan lainnya	71,246	10,742	50,595	9,909	-	-	50,232	-	12,344	37,888	-	-	6. Other receivables	
	7. Lain-lain	17,213	-	17,213	-	-	-	-	-	-	-	-	-	7. Others	
	Total Aset	24,380,337	4,010,250	2,225,646	2,686,288	3,031,983	12,426,170	27,654,213	4,946,531	1,453,987	2,450,214	4,032,891	14,770,591	Total Assets	
	B. Kewajiban													B. Liabilities	
	1. Dana pihak ketiga	21,781,363	13,538,419	4,992,387	1,856,150	1,394,407	-	22,061,875	13,473,547	6,073,889	1,802,341	712,098	-	1. Third-party funds	
	2. Kewajiban pada Bank Indonesia	-	-	-	-	-	-	-	-	-	-	-	-	2. Liabilities to Bank Indonesia	
	3. Kewajiban pada bank lain	1,943,553	1,881,043	61,510	-	1,000	-	2,258,482	2,236,672	20,510	300	1,000	-	3. Liabilities to other banks	
	4. Surat berharga yang diterbitkan	591,947	-	-	-	-	591,947	494,129	-	-	199,755	-	294,374	4. Securities issued	
	5. Pinjaman yang diterima	-	-	-	-	-	-	-	-	-	-	-	-	5. Loans received	
	6. Kewajiban lainnya	67,898	7,394	50,595	9,909	-	-	12,201	-	12,201	-	-	-	6. Other liabilities	
	7. Lain-lain	427	-	427	-	-	-	-	-	-	-	-	-	7. Others	
	Total Kewajiban	24,385,188	15,426,856	5,104,920	1,866,059	1,395,407	591,947	24,826,687	15,710,219	6,106,600	2,002,396	713,098	294,374	Total Liabilities	
	Selisih Aset dengan Kewajiban dalam Neraca	(4,851)	(11,416,605)	(2,879,273)	820,228	1,636,576	11,834,223	2,827,525	(10,763,689)	(4,652,613)	447,818	3,319,793	14,476,217	Difference between Assets and Liabilities in the Balance Sheet	

(dalam juta Rp / in million Rp)

No	Kategori Portofolio	Saldo Balance	31 Desember 2017 / 31 December 2017					Saldo Balance	31 Desember 2016 / 31 December 2016					Portfolio Category
			Jatuh Tempo Maturity						Jatuh Tempo Maturity					
			< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 months	> 3 bln s.d. 6 bln >3 to 6 months	> 6 bln s.d. 12 bln >6 to 12 months	> 12 bulan >12 months		< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 months	> 3 bln s.d. 6 bln >3 to 6 months	> 6 bln s.d. 12 bln >6 to 12 months	> 12 bulan >12 months	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
II	REKENING ADMINISTRATIF													ADMINISTRATIVE ACCOUNT
	A. Tagihan Rekening Administratif													A. Administrative Account Receivables
	1. Komitmen	-	-	-	-	-	-	-	-	-	-	-	-	1. Commitment
	2. Kontijensi	627,434	627,434	-	-	-	-	561,361	561,361	-	-	-	-	2. Contingencies
	Total Tagihan Rekening Administratif	627,434	627,434	-	-	-	-	561,361	561,361	-	-	-	-	Total Administrative Account Receivables
	B. Kewajiban Rekening Administratif	-						-						B. Administrative Account Liabilities
	1. Komitmen	1,809,639	366,842	284,084	455,121	703,592	-	2,412,914	242,193	529,586	695,974	939,754	5,407	1. Commitment
	2. Kontijensi	329,247	55,590	44,881	87,306	112,709	28,761	356,342	75,045	140	31,491	246,916	2,750	2. Contingencies
	Total Kewajiban Rekening Administratif	2,138,886	422,432	328,965	542,427	816,301	28,761	2,769,256	317,238	529,726	727,465	1,186,670	8,157	Total Administrative Account Liabilities
	Selisih Tagihan dan Kewajiban dalam Rekening Administratif	(1,511,451)	205,003	(328,965)	(542,427)	(816,301)	(28,761)	(2,207,895)	244,123	(529,726)	(727,465)	(1,186,670)	(8,157)	Difference between Receivables and Liabilities in the Administrative Account
	Selisih [(IA-IB)-(IIA-IIB)]	(1,516,302)	(11,211,603)	(3,208,238)	277,801	820,275	11,805,462	619,630	(10,519,566)	(5,182,339)	(279,647)	2,133,123	14,468,060	Amount of [(IA-IB)-(IIA-IIB)]
	Selisih Kumulatif		(11,211,603)	(14,419,841)	(14,142,039)	(13,321,764)	(1,516,302)		(10,519,566)	(15,701,905)	(15,981,552)	(13,848,429)	619,630	Cumulative Amount

(dalam juta Rp / in million Rp)

Tabel Pengungkapan Profil Maturitas Valas - Bank secara Individual
Table of Disclosure of Foreign Exchange Maturity Profile - Bank, Individually

31 Desember 2018 / 31 December 2018															31 Desember 2017 / 31 December 2017				
No.	Pos-pos	(2)	Jatuh Tempo / Due Date							Saldo Balance	Jatuh Tempo / Due Date				Pos-pos				
			(3)	(4)	(5)	(6)	(7)	(8)	(9)		(10)	(11)	(12)	(13)		(14)			
(1)	NERACA																		
	A. Aset													A. Asset					
	1. Kas	1,241	1,241	-	-	-	-	-	1,930	-	-	-	-	1. Cash					
	2. Penempatan pada Bank Indonesia	27,610	27,610	-	-	-	-	-	16,620	-	-	-	-	2. Placements with Bank Indonesia					
	3. Penempatan pada bank lain	223,854	223,854	-	-	-	-	-	74,535	-	-	-	-	3. Placements with other banks					
	4. Surat berharga	-	-	-	-	-	-	-	95,849	-	-	-	-	4. Securities					
	5. Kredit yang diberikan	87,416	-	-	52,185	-	-	35,231	-	-	-	-	-	5. Loans disbursed					
	6. Tagihan lainnya	93,297	16,149	16,796	38,078	22,275	-	-	2,041	54,867	9,687	-	-	6. Other receivables					
	7. Lain-lain	-	-	-	-	-	-	-	-	-	-	-	-	7. Others					
	Total Aset	433,419	268,854	16,796	90,263	22,275	-	35,231	190,976	54,867	9,687	-	-	Total Assets					
	B. Kewajiban													B. Liabilities					
	1. Dana pihak ketiga	304,712	304,712	-	-	-	-	-	172,418	12,726	1,113	529	-	1. Third-party funds					
	2. Kewajiban pada Bank Indonesia	-	-	-	-	-	-	-	-	-	-	-	-	2. Liabilities to Bank Indonesia					
	3. Kewajiban pada Bank Lain	-	-	-	-	-	-	-	-	-	-	-	-	3. Liabilities to other banks					
	4. Surat Berharga yang diterbitkan	-	-	-	-	-	-	-	-	-	-	-	-	4. Securities issued					
	5. Pinjaman yang diterima	-	-	-	-	-	-	-	-	-	-	-	-	5. Loans received					
	6. Kewajiban lainnya	93,297	16,149	16,796	38,078	22,275	-	-	1,457	54,867	9,687	-	-	6. Other liabilities					
	7. Lain-lain	-	-	-	-	-	-	-	-	-	-	-	-	7. Others					
	Total Kewajiban	398,010	320,861	16,796	38,078	22,275	-	-	173,875	67,593	10,800	529	-	Total Liabilities					
	Selisih Aset dengan Kewajiban dalam Neraca	35,409	(52,007)	-	52,185	-	-	35,231	17,101	(12,726)	(1,113)	(529)	-	Difference between Assets and Liabilities in the Balance Sheet					
II	REKENING ADMINISTRATIF													ADMINISTRATIVE ACCOUNT					
	A. Tagihan Rekening Administratif													A. Administrative Account Receivables					
	1. Komitmen	28,760	28,760	-	-	-	-	-	32,006	-	-	-	-	1. Commitment					
	2. Kontijensi	-	-	-	-	-	-	-	-	-	-	-	-	2. Contingencies					
	Total Tagihan Rekening Administratif	28,760	28,760	-	-	-	-	-	32,006	-	-	-	-	Total Administrative Account Liabilities					
	B. Kewajiban Rekening Administratif													B. Administrative Account Liabilities					
	1. Komitmen	146,302	71,037	18,881	55,665	-	-	719	47,052	1,126	-	-	-	1. Commitment					
	2. Kontijensi	43,758	-	-	-	43,758	-	-	-	-	-	-	-	2. Contingencies					
	Total Kewajiban Rekening Administratif	190,060	71,037	18,881	55,665	43,758	-	719	47,052	1,126	-	-	-	Total Administrative Account Liabilities					
	Selisih Tagihan dan Kewajiban dalam Rekening Administratif	(161,300)	(42,277)	(18,881)	(55,665)	(43,758)	-	(719)	(15,046)	(1,126)	-	-	-	Difference between Receivables and Liabilities in the Administrative Account					
	Selisih [(IA-IB)+(IIA-IIB)]	(125,891)	(94,284)	(18,881)	(3,480)	(43,758)	-	34,512	2,054	(13,852)	(1,113)	(529)	-	Amount of [(IA-IB)+(IIA-IIB)]					
	Selisih Kumulatif	-	(94,284)	(113,165)	(116,645)	(160,403)	-	(125,891)	2,054	(11,798)	(12,910)	(13,440)	(13,440)	Cumulative Amount					

(dalam juta Rp / in million Rp)

Tabel Pengungkapan Profil Maturitas Valas - Bank secara Konsolidasi dengan Entitas Anak
Table of Disclosure of Foreign Exchange Maturity Profile - Bank, Consolidated with Subsidiaries

		31 Desember 2018 / 31 December 2018					31 Desember 2017 / 31 December 2017							
No.	Pos-pos	Saldo Balance	Jatuh Tempo / Due Date					Saldo Balance	Jatuh Tempo / Due Date					Pos-pos
			< 1 bulan < 1 month	> 1 bin s.d. 3 bin > 1 month to 3 month	> 3 bin s.d. 6 bin > 3 month to 6 month	> 6 bin s.d. 12 bin > 6 month to 12 month	> 12 bulan > 12 month		< 1 bulan < 1 month	> 1 bin s.d. 3 bin > 1 month to 3 month	> 3 bin s.d. 6 bin > 3 month to 6 month	> 6 bin s.d. 12 bin > 6 month to 12 month	> 12 bulan > 12 month	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
I. NERACA														
A. Aset														
	1. Kas	1,241	1,241	-	-	-	-	1,930	1,930	-	-	-	-	1. Cash
	2. Penempatan pada Bank Indonesia	27,610	27,610	-	-	-	-	16,620	16,620	-	-	-	-	2. Placements with Bank Indonesia
	3. Penempatan pada bank lain	223,854	223,854	-	-	-	-	74,535	74,535	-	-	-	-	3. Placements with other banks
	4. Surat berharga	-	-	-	-	-	-	95,849	95,849	-	-	-	-	4. Securities
	5. Kredit yang diberikan	87,416	-	-	52,185	-	35,231	-	-	-	-	-	-	5. Loans disbursed
	6. Tagihan lainnya	93,297	16,149	16,796	38,078	22,275	-	66,595	2,041	54,867	9,687	-	-	6. Other receivables
	7. Lain-lain	-	-	-	-	-	-	-	-	-	-	-	-	7. Others
	Total Aset	433,419	268,854	16,796	90,263	22,275	35,231	255,530	190,976	54,867	9,687	-	-	Total Assets
B. Kewajiban														
	1. Dana pihak ketiga	304,712	304,712	-	-	-	-	186,786	172,418	12,726	1,113	529	-	1. Third-party funds
	2. Kewajiban pada Bank Indonesia	-	-	-	-	-	-	-	-	-	-	-	-	2. Liabilities to Bank Indonesia
	3. Kewajiban pada bank lain	-	-	-	-	-	-	-	-	-	-	-	-	3. Liabilities to other banks
	4. Surat Berharga yang diterbitkan	-	-	-	-	-	-	-	-	-	-	-	-	4. Securities issued
	5. Pinjaman yang diterima	-	-	-	-	-	-	-	-	-	-	-	-	5. Loans received
	6. Kewajiban lainnya	93,297	16,149	16,796	38,078	22,275	-	66,011	1,457	54,867	9,687	-	-	6. Other liabilities
	7. Lain-lain	-	-	-	-	-	-	-	-	-	-	-	-	7. Others
	Total Kewajiban	398,010	320,861	16,796	38,078	22,275	-	252,797	173,875	67,593	10,800	529	-	Total Liabilities
	Selisih Aset dengan Kewajiban dalam Neraca	35,409	(52,007)	-	52,185	-	35,231	2,733	17,101	(12,726)	(1,113)	(529)	-	Difference between Assets and Liabilities in the Balance Sheet
II. REKENING ADMINISTRATIF														
A. Tagihan Rekening Administratif														
	1. Komitmen	28,760	28,760	-	-	-	-	32,006	32,006	-	-	-	-	1. Commitment
	2. Kontijensi	-	-	-	-	-	-	-	-	-	-	-	-	2. Contingencies
	Total Tagihan Rekening Administratif	28,760	28,760	-	-	-	-	32,006	32,006	-	-	-	-	Total Administrative Account Liabilities
B. Kewajiban Rekening Administratif														
	1. Komitmen	146,302	71,037	18,881	55,665	-	719	48,178	47,052	1,126	-	-	-	1. Commitment
	2. Kontijensi	43,758	-	-	-	43,758	-	-	-	-	-	-	-	2. Contingencies
	Total Kewajiban Rekening Administratif	190,060	71,037	18,881	55,665	43,758	719	48,178	47,052	1,126	-	-	-	Total Administrative Account Liabilities
	Selisih Tagihan dan Kewajiban dalam Rekening Administratif	(161,300)	(42,277)	(18,881)	(55,665)	(43,758)	(719)	(16,172)	(15,046)	(1,126)	-	-	-	Difference between Receivables and Liabilities in the Administrative Account
	Selisih [(IA-IB)+(IIA-IB)]	(125,891)	(94,284)	(18,881)	(3,480)	(43,758)	34,512	(13,440)	2,054	(13,852)	(1,113)	(529)	-	Amount of [(IA-IB)+(IIA-IB)]
	Selisih Kumulatif	-	(94,284)	(113,165)	(116,645)	(160,403)	(125,891)	-	2,054	(11,798)	(12,910)	(13,440)	(13,440)	Cumulative Amount

Tabel Pengungkapan Kuantitatif Risiko Operasional – Bank secara Individual
Table of Disclosure of Operational Risk Quantitative - Bank Individually

(dalam juta Rp / in million Rp)

No.	Pendekatan yang Digunakan	31 Desember 2018 / 31 December 2018				31 Desember 2017 / 31 December 2017			
		Pendapatan Bruto (Rata-rata 3 tahun terakhir) Gross Revenue (Last 3 Years' Average)	Beban Modal Capital Expenses	ATMR RWA	Pendapatan Bruto (Rata-rata 3 tahun terakhir) Gross Revenue (Last 3 Years' Average)	Beban Modal Capital Expenses	ATMR RWA	Approach Used	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)	
1	Pendekatan indikator dasar	546,463	81,969	1,024,619	546,463	81,969	1,024,619	Basic indicator approach	
	TOTAL	546,463	81,969	1,024,619	546,463	81,969	1,024,619	TOTAL	

Tabel Pengungkapan Kuantitatif Risiko Operasional – Bank secara Konsolidasi dengan Perusahaan Anak
Table of Disclosure of Operational Risk Quantitative - Bank, Consolidated with Subsidiaries

(dalam juta Rp / in million Rp)

No.	Pendekatan yang Digunakan	31 Desember 2018 / 31 December 2018				31 Desember 2017 / 31 December 2017			
		Pendapatan Bruto (Rata-rata 3 tahun terakhir) Gross Revenue (Last 3 Years' Average)	Beban Modal Capital Expenses	ATMR RWA	Pendapatan Bruto (Rata-rata 3 tahun terakhir) Gross Revenue (Last 3 Years' Average)	Beban Modal Capital Expenses	ATMR RWA	Approach Used	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)	
1	Pendekatan indikator dasar	609,763	88,856	1,110,702	592,374	88,856	1,110,702	Basic indicator approach	
	TOTAL	609,763	88,856	1,110,702	592,374	88,856	1,110,702	TOTAL	

HUMAN CAPITAL

Human Capital





Strategi Manajemen *Human Capital*

Human Capital Management Strategy

Bank Victoria menyadari bahwa *Human capital* merupakan faktor penting penggerak utama sehingga segenap potensi dan tantangan bisnis yang ada mampu diserap menjadi pendapatan yang berkelanjutan serta dengan memperhatikan tingkat risiko yang tetap terjaga.

Di tahun 2018, Bank Victoria menerapkan beberapa *key element strategy* pengelolaan *human capital*, yaitu membentuk *performance oriented culture*, melengkapi cabang dengan tim kompeten, dan memperkuat *talent pool*. Bank fokus merekrut sejumlah *human capital* yang berpengalaman di bidang kredit, serta menjalankan berbagai program pelatihan yang berfokus pada penyaluran kredit untuk mendukung kinerja pertumbuhan kualitas aset secara berkelanjutan.

Bank Victoria realizes that Human Capital is an important factor as the main driver so that all existing business potentials and challenges can be absorbed into a sustainable income by paying attention to the maintained risk level.

In 2018, Bank Victoria applied several key element strategies of human capital management, which were to form performance-oriented culture, to complete branch offices with competent teams, and to strengthen the talent pool. The Bank focused on recruiting a number of human capital experienced in credit field and conducted various training programs focusing on loan distribution to support sustainable asset quality growth performance.

Pengembangan Organisasi

Organizational Development

Manajemen telah menetapkan dan melaksanakan *human capital strategy* sebagai salah satu penerapan atas pengembangan organisasi untuk mendukung dan mengakselerasi kinerja bisnis. Pengembangan organisasi dilakukan dengan prinsip *Business Driven Organization* yang sejalan dengan prinsip dalam pengelolaan HC yang bersifat jangka panjang dan berkelanjutan (*sustainable*).

Beberapa pengembangan organisasi yang baru adalah diantaranya sebagai berikut:

- Penambahan struktur Direksi baru yaitu Director of Finance beserta jajarannya yaitu 1 orang Senior EVP of Finance, Accounting and Strategic Performance Management dan adanya penambahan satu unit kerja yaitu Unit Strategic Performance Management.
- Adanya pemisahan Unit Kerja Credit Legal dari Divisi Legal.

The Management has decided and implemented human capital strategy as one of the organizational development applications to support and accelerate business performance. Organizational development is guided by Business-Driven Organization principles that are in line with the principles in long-term and sustainable HC management.

Several new organizational developments were as follows:

- New addition to the Board of Directors was the Finance Director with its personnel, which is 1 (one) Senior EVP of Finance, Accounting and Strategic Performance Management, and one new work unit that was Strategic Performance Management Unit.
- Segregation between Credit Legal Work Unit and Legal Division.

Roadmap Pengelolaan Human Capital

Human Capital Management Roadmap

Pengelolaan HC perlu direncanakan secara jelas agar pengembangan HC lebih terarah dan dapat mencapai esensi dan manfaat utama dari pengelolaan itu sendiri, yaitu loyalitas karyawan dalam menjaga eksistensi Bank Victoria. Dalam merencanakan pengelolaan HC, Bank menyusun roadmap pengelolaan human capital sebagai bagian yang tidak terpisahkan dari Rencana Bisnis Bank (RBB).

Secara umum beberapa *key element strategy* yang sudah dan akan terus diterapkan Bank diuraikan sebagai berikut:

1. Membentuk *Performance Oriented Culture*

Menerapkan *performance management process* di seluruh organisasi yang didukung oleh *Key Performance Indicator* (KPI) yang jelas dan transparan, serta *reward* mekanisme yang kuat dan adil.

2. Melengkapi Cabang dengan *Sales Tim Kompeten*

Menempatkan *Branch Manager* yang kompeten untuk memimpin kantor cabang dan didukung oleh *sales team* yang kuat.

3. Memperkuat *Talent Pool*

Menambah *talent pool* baik di kantor pusat maupun kantor cabang dengan profil dan kompetensi yang sesuai (*right number, right people*) yang didukung oleh organisasi yang baku (sebagai baseline untuk *recruitment* dan menciptakan *alignment equality*).

Adapun penjabaran rencana *roadmap* 3 tahun ke depan untuk strategi pengembangan HC secara umum tidak jauh berbeda dari tahun sebelumnya seperti disampaikan dalam diagram di bawah ini:

HC management needs to be planned clearly, so it can receive a better directive as well as achieve the essence and main benefit of the management itself, namely the loyalty of the employees in maintaining the existence of Bank Victoria. In planning HC management, the Bank has prepared a road map of human capital management as an integral part of the Bank Business Plan (Rencana Bisnis Bank/RBB).

In general, several key element strategies that have been and will always be implemented by the Bank are described as follows:

1. Form Performance-Oriented Culture

Implementing performance management process in the entire organization supported by clear and transparent Key Performance Indicators (KPI), and a strong and fair reward mechanism.

2. Complete Branch Offices with Competent Sales Team

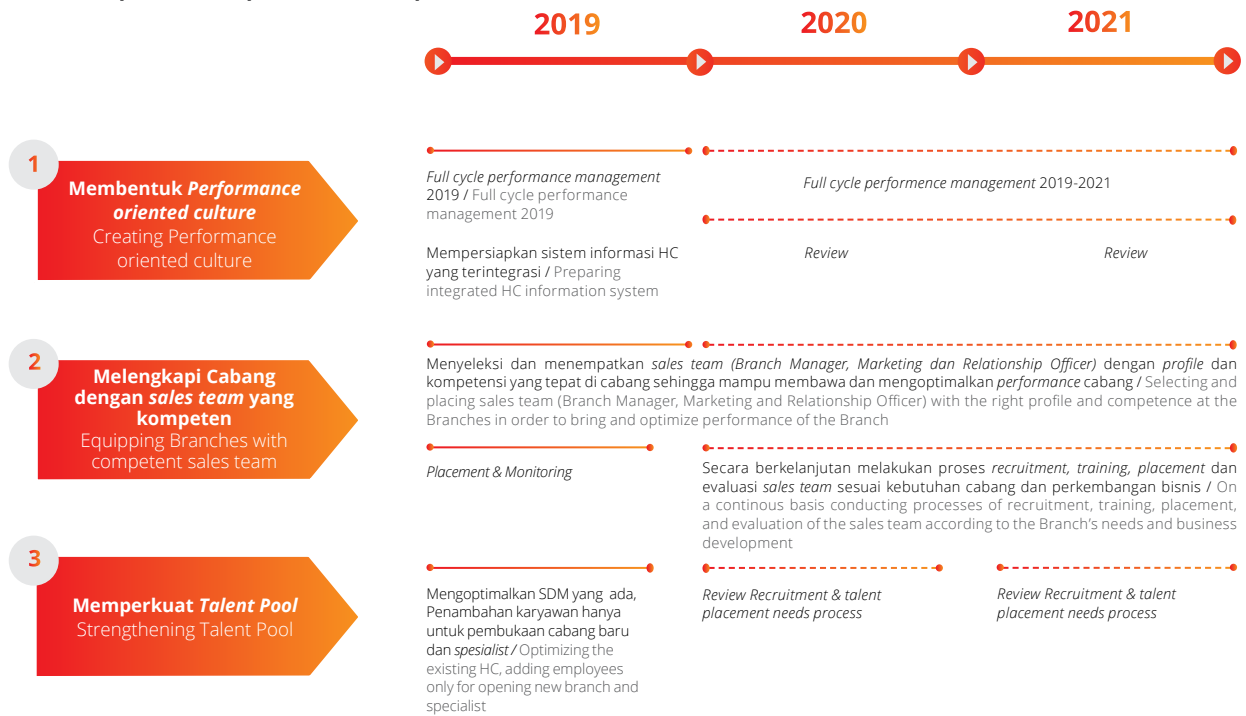
Placing competent Branch Managers to lead the branch offices supported by strong sales teams.

3. Strengthen the Talent Pool

Adding talent pool both in the head office and branch offices with appropriate profile and competence (*right number, right people*) supported by a standard organization (as the baseline for recruitment and to create alignment equality).

The elaboration of the next three-year road map plan for HC development strategy in general is not too different from that of the year before as presented in the diagram below:

Skema Roadmap Pengembangan Human Capital Human Capital Development Road Map Scheme



Rencana pengembangan sumber daya manusia ke depan akan diselaraskan dengan rencana pengurangan jumlah kantor cabang sehingga Bank akan lebih selektif dalam melakukan proses rekrutmen dan penerimaan karyawan baru serta akan secara berkelanjutan meningkatkan profil kompetensi karyawan yang sudah ada. Penerimaan karyawan baru hanya dilakukan untuk memenuhi kebutuhan karyawan pada pembukaan kantor-kantor cabang baru dan untuk rekrutmen karyawan ahli di bidang bisnis tertentu (*specialist*).

Selain itu, Bank akan mempersiapkan program sistem informasi HC yang terintegrasi dalam rangka mendukung roadmap pengembangan HC di tahun mendatang sejalan dengan program peningkatan pelayanan (*service*) dan budaya perusahaan (*corporate culture*).

The future human capital development will be aligned with the plan to reduce the number of branch offices, so the Bank will be more selective in conducting recruitment process as well as accepting new employees, and it will sustainably improve the existing employees' competence profiles. New employees are recruited only to meet the demand for manpower in new branch offices and expert employees in certain business field (*specialist*).

In addition, the Bank will prepare an integrated HC information system program in order to support HC development road map in the coming years, in line with service and corporate culture improvement program.

Struktur Pengelola *Human Capital*

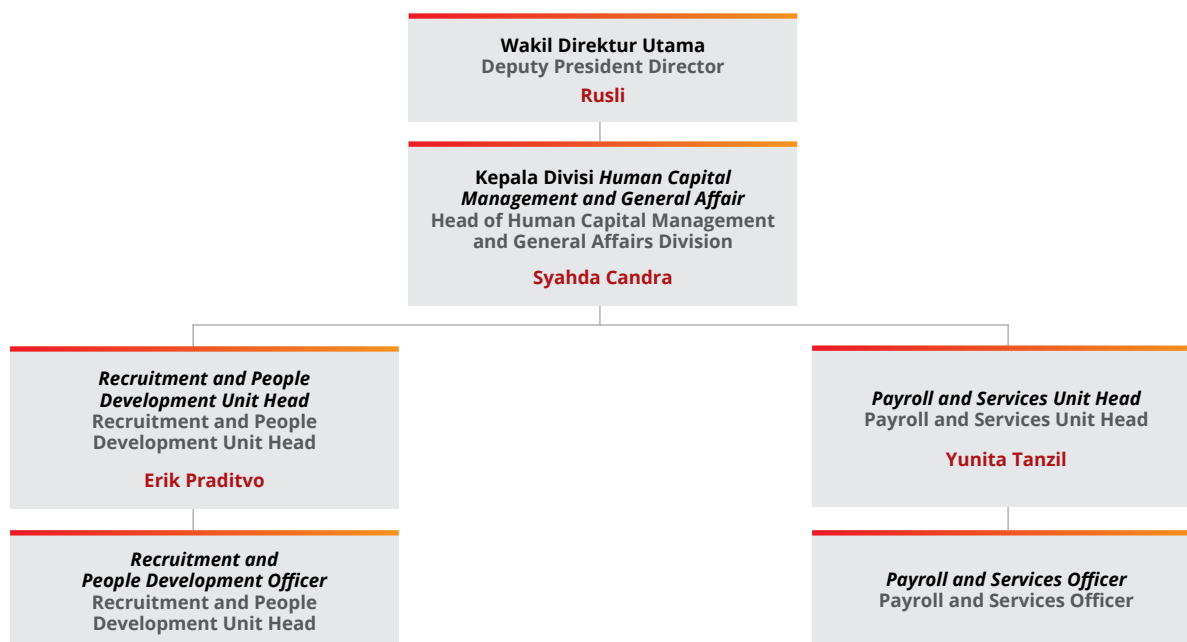
Human Capital Manager Structure

Pengelolaan HC Bank Victoria menjadi tanggung jawab Divisi *Human Capital Management and General Affair* dengan didukung oleh beberapa unit kerja yang dimilikinya. Pelaksanaan tugas oleh Divisi tersebut dipertanggungjawabkan secara langsung kepada Wakil Direktur Utama. Berdasarkan hal tersebut, struktur organisasi pengelola HC ditunjukkan sebagai berikut:

Bank Victoria's HC management shall be the responsibility of the Human Capital Management and General Affairs Division supported by several work units under the Division. The duty implementation of the Division shall be directly accounted to the Deputy President Director. Based on those mentioned above, the organizational structure of HC Management is shown as follows:

Skema Struktur Organisasi Pengelola *Human Capital*

Organizational Structure Scheme of Human Capital Manager



Adapun fungsi dan ruang lingkup tugas terkait HC dari masing-masing Unit Kerja pada Divisi *Human Capital Management* and *General Affair* diuraikan sebagai berikut:

The function and scope of duties related to HC from respective Work Units in the Human Capital Management and General Affairs Division are described as follows:

Tabel Fungsi dan Ruang Lingkup Tugas Divisi Human Capital Management and General Affair
Table of Function and Scope of Duties of Human Capital Management and General Affair Division

Organisasi Organization	Fungsi Function	Ruang Lingkup Tugas Scope of Duties
Divisi Human Capital Management	Sebagai unit kerja yang mengelola kebijakan di bidang sumber daya manusia.	Mengelola, mengawasi dan melaksanakan: perencanaan, pengelolaan dan administrasi bidang rekrutmen, pendidikan dan pengembangan, administrasi gaji, kesejahteraan HC, dan pengadministrasian data HC.
Human Capital Management Division	As the work unit that manages the policy in the field of human resources.	Manage, monitor and implement: planning, management and administration of recruitment, education and development, salary administration, HC welfare, administering HC data.
Recruitment and People Development	Sebagai Unit Kerja yang membantu Kepala Divisi <i>Human Capital Management and General Affair</i> dalam mengelola pelaksanaan rekrutmen/penempatan, serta mengelola pelaksanaan pendidikan dan pengembangan karyawan.	• Mengusulkan, melaksanakan penerimaan dan penempatan karyawan, melakukan administrasi surat penerimaan dan mutasi, pengarsipan dokumentasi karyawan, pembuatan surat pengangkatan jabatan, dan pengadministrasian lainnya. • Mengelola, merencanakan, dan mengadministrasi seluruh kegiatan yang berhubungan dengan pendidikan dan pengembangan karyawan, seperti seminar dan <i>training</i>, baik internal maupun eksternal.
Recruitment and People Development	As the work unit that assists the Human Capital Management and General Affair Division Head in managing the implementation of recruitment/ placement, as well as managing the implementation of education and development of the employees.	• Propose, carry out recruitment and placement of employees, carry out the administration of recruitment and mutation letter, archive employee documentation, the making of letter of position appointment, and other administration. • Manage, plan, and administer all activities related to education and development of employees, such as seminar and training, both internal and external.
Payroll and Services	Sebagai unit kerja yang membantu Kepala Divisi <i>Human Capital Management and General Affair</i> dalam mengelola pelaksanaan imbalan/gaji dan kesejahteraan karyawan.	Mengelola dan melaksanakan kebijakan Direksi mengenai gaji, bonus, THR, pajak PPh 21 dan 23, lembur, pinjaman, cuti, Jamsostek dan asuransi kesehatan karyawan.
Payroll and Services	As the work unit that assists the Human Capital Management and General Affair Division Head in managing the implementation of rewards/salaries and employee welfare.	Manage and implement the Board of Directors' policy concerning salary, bonus, <i>THR</i> , Income Tax (21 and 23), overtime, loans, leaves, <i>Jamsostek</i> and health insurance of employees.

Profil Divisi Human Capital

Human Capital Division Profile

Profil Kepala Divisi Human Capital Management and General Affairs tersebut telah dimuat pada pembahasan Profil Manajemen Eksekutif pada bab Profil Perusahaan dalam Laporan Tahunan ini.

PROFIL HUMAN CAPITAL

Bank Victoria memberikan kesempatan yang sama kepada semua pihak untuk berkarir di Bank, tanpa diskriminasi terhadap perbedaan *gender*, suku, agama, ras, dan golongan politik. Hal ini dapat dilihat dari sebaran HC Bank yang tidak membedakan kesempatan kerja bagi pria dan wanita, namun dengan tetap menyesuaikan terhadap tuntutan kebutuhan posisi yang dijabat.

Pada tahun 2018, jumlah HC Bank Victoria mencapai 1.044 orang, mengalami penurunan dibandingkan tahun 2017 yang mencapai 1.107 orang. Hal ini terkait dengan strategi Bank dalam rekrutmen karyawan dan perubahan sistem kontrak kerja untuk penugasan tertentu.

The profile of the Human Capital Management and General Affairs Division Head is included in the Executive Management Profiles in Company Profile chapter of this Annual Report.

HUMAN CAPITAL PROFILE

Bank Victoria gives equal opportunities to all parties to have a career in the Bank, without any discrimination on the grounds of gender, ethnic, religion, race, and political party. It can be seen from the spread of the Bank's HC that does not differentiate employment opportunities for men and women, but it is still adjusted to the demand of the position held.

In 2018, the number of Bank Victoria's HC reached 1,044 people, a decline compared to that of 2017 that reached 1,107 people. This is related to the Bank's strategy in recruiting employees and the change in the work contract system for certain assignments.

Human Capital Management

Human Capital Management

KEBIJAKAN DAN PELAKSANAAN REKRUTMEN

Sesuai dengan perencanaan kebutuhan HC, Bank melakukan rekrutmen. Pelaksanaan rekrutmen dilakukan dengan membuka seluas-luasnya kesempatan kepada seluruh kandidat, tanpa diskriminasi terhadap perbedaan suku, agama, ras, maupun golongan politik. Pelaksanaan rekrutmen juga mengutamakan tenaga kerja lokal (dalam negeri) sebagai bentuk pemberian kesempatan kerja seluas-luasnya bagi masyarakat Indonesia.

Proses rekrutmen yang dilakukan oleh Bank Victoria dibagi menjadi 2 (dua) cara, yaitu rekrutmen untuk karyawan organik dan rekrutmen untuk tenaga berpengalaman. Berdasarkan kebijakan bidang *Human Capital Management* yang telah disahkan melalui No. 002/SK-DIR/11/18 tanggal 19 Nopember 2018 tentang Standar Operasional Prosedur *Human Capital Management*, kelompok tenaga kerja yang direkrut dapat meliputi:

1. Organik;
2. Kontrak; dan
3. *Outsourcing*.

RECRUITMENT POLICY AND IMPLEMENTATION

In accordance with HC requirement plan, the Bank conducts recruitment. The recruitment is conducted by providing opportunity as wide as possible for all candidates, without any discrimination to differences of ethnic, religion, race, and political group. The recruitment also prioritizes local (domestic) workforce as a form of providing the widest possible employment opportunities for the Indonesian people.

The process of recruitment conducted by Bank Victoria is divided into 2 (two), namely, recruitment for organic employees and recruitment for experienced staff. Based on the policy in Human Capital Management sector, which was validated through the Decision Letter No. 002/SK-DIR/11/18 dated 19 November 2018 on Standard Operating Procedures of Human Capital Management, the group of manpower recruited can consist of:

1. Organic;
2. Contract; and
3. *Outsourcing*.

Adapun tahapan-tahapan dalam proses rekrutmen Bank Victoria diuraikan sebagai berikut:

The stages in Bank Victoria's recruitment process are elaborated as follows:

Tabel Proses Rekrutmen Human Capital
Table of Human Capital Recruitment Process

No.	Tahapan Stage	Uraian Description
1.	Mengidentifikasi jabatan yang kosong dan kebutuhan tenaga kerja Identify vacant positions and the need of manpower.	Proses rekrutmen dimulai saat adanya bidang pekerjaan baru di perusahaan, karyawan dipindahkan atau dipromosikan ke posisi lain, mengajukan permintaan pengunduran diri, adanya PHK, dan lain-lain. Dengan melihat dinamika dari beberapa hal tersebut dan mencocokkannya dengan perencanaan HC yang sudah tersusun, maka akan diketahui jabatan apa saja yang sedang kosong dan berapa jumlah tenaga kerja yang dibutuhkan untuk mengisi jabatan tersebut. The recruitment process starts when new job fields available in the company, employees rotated or promoted to other position, submitted a request for resignation, PHK (termination), etc. By seeing the dynamic from some of these things and matching them with the HC planning already compiled, it will be known which positions are vacant and the number of manpower required to fill those positions.
2.	Mencari informasi jabatan melalui analisa jabatan Looking for information on positions through the position analysis.	Untuk memperoleh uraian jabatan (<i>job description</i>) dan spesifikasi jabatan (<i>job specification</i>) sebagai landasan dalam membuat persyaratan jabatan, Bank menerapkan sistem persyaratan jabatan secara hati-hati dan sejelas mungkin sehingga kandidat yang didapatkan benar-benar sesuai dengan yang diperlukan. To obtain job description and job specification as the basis in preparing position requirements, Bank shall apply position requirement system carefully and as clear as possible, so that it can get the candidate in accordance with the need.
3.	Menetapkan sumber, media, dan sarana untuk mendapatkan kandidat yang tepat Determine the source, media, and facility to get the right candidate.	Terdapat 2 (dua) alternatif untuk mencari kandidat, yakni dari dalam perusahaan atau dari luar perusahaan. Rekrutmen dari dalam dilakukan apabila kebutuhan staf untuk masa yang akan datang telah direncanakan sehingga diketahui pegawai yang ada saat ini yang dapat dipindahkan atau dipromosikan. Sedangkan, rekrutmen dari luar dilakukan dengan pertimbangan cermat tentang metode rekrutmen yang tepat untuk mendapatkan kandidat tersebut. There are 2 (two) alternatives to find candidates, namely from the inside or outside of the company. Recruitment from the inside shall be conducted if the need of staff in the future has already been planned, so that the current available employee who can be rotated or promoted can be known. Whereas, recruitment from the outside is conducted with careful consideration on the right recruitment method to get the candidate.
4.	Memilih metode-metode proses rekrutmen yang tepat Select the right recruitment process methods	Ada banyak metode rekrutmen yang dapat dipilih oleh Bank dalam melakukan rekrutmen, seperti iklan, <i>employee referrals</i> , <i>walk-ins</i> dan <i>write-ins</i> , <i>head hunter</i> , lembaga pendidikan, dan berbagai sumber lain. Bank juga dapat memilih lebih dari satu metode, tergantung pada situasi dan kondisi yang terjadi saat itu. There are many methods of recruitment to select by Bank in conducting recruitment, such as advertisement, employee referrals, walk-ins and write-ins, head hunter, education institutions, and several other sources. Bank is also can choose more than one method, depending on the situation and condition occur at that time
5.	Memanggil kandidat yang dianggap memenuhi persyaratan jabatan Call/invite the candidates which met the requirements to come.	Mengumpulkan berkas-berkas lamaran kandidat dan meminta kandidat untuk mengisi formulir lamaran pekerjaan yang telah disediakan untuk selanjutnya diproses dalam tahap seleksi. Compile application files of the candidates and ask them to fill in the job application form already prepared for further process in the selection stage.
6.	Menyaring dan menyeleksi kandidat Screen and select the candidates	Prosedur seleksi perlu dilakukan dengan alasan: 1. Pelaksanaan tugas pada jabatan yang akan diisi memerlukan ciri fisik dan psikis tertentu yang tidak dimiliki oleh setiap orang; 2. Ada lebih banyak kandidat yang tersedia dibandingkan jumlah jabatan yang akan diisi; 3. Ada banyak teknik atau metode seleksi yang digunakan oleh Bank dalam menyaring karyawan; serta 4. Masing-masing teknik seleksi mengukur karakteristik tertentu sehingga akan memberi informasi yang berbeda-beda mengenai kandidat. The selection procedure needs to be done due to reasons: a. The duties implementation in the position to be filled requires certain physical and psychic characteristics that are not possessed by any individual; b. There are more candidates available compared to the number of position to be filled; c. There are many techniques or methods of selection used by Bank in screening employees; and d. Each technique will measure certain characteristic so it will give different information concerning the candidate.

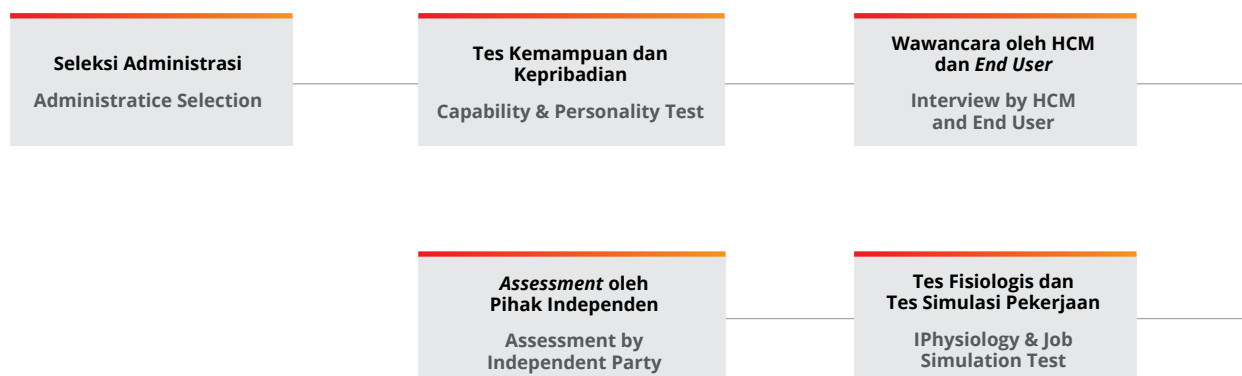
SKEMA REKRUTMEN HUMAN CAPITAL

Agar proses rekrutmen berjalan efektif dan efisien guna mendapatkan HC yang ideal dan memiliki kompetensi yang sesuai, tahapan rekrutmen Bank melalui serangkaian proses seleksi kandidat yang terkait dan menyeluruh. Proses seleksi menggunakan suatu teknik/metode sebagai *predictor* dalam prosedur seleksi yang sangat tergantung pada: ciri-ciri pekerjaan, validitas dan reliabilitas metode, persentase calon yang terseleksi, dan biaya penggunaan teknik tertentu.

Proses seleksi Bank Victoria terdiri dari tahapan-tahapan:

1. Mengisi formulir lamaran, data biografi, referensi dan rekomendasi;
2. Tes kemampuan dan kepribadian;
3. Wawancara oleh HCM dan *End User*;
4. Tes fisik/fisiologis dan tes simulasi pekerjaan (untuk posisi-posisi tertentu);
5. *Assessment* oleh pihak independen yang telah ditunjuk Bank.

Skema proses rekrutmen Recruitment Process Scheme



KEBIJAKAN DAN PELAKSANAAN PENGEMBANGAN KOMPETENSI

KEBIJAKAN

Komitmen Bank Victoria untuk memastikan kualitas dan kapabilitas HC dilakukan dengan memberikan kesempatan bagi setiap karyawan untuk mengembangkan dirinya, baik secara personal maupun profesional. Keikutsertaan karyawan dalam pengembangan kompetensi tersebut ditentukan oleh kebutuhan Bank dan karyawan dengan memperhatikan kesetaraan gender dan persamaan kesempatan bagi seluruh HC Bank, baik bagi HC yang baru direkrut maupun yang telah ada, serta bagi staf maupun non-staf.

Pengembangan HC yang berbasis kompetensi ditujukan agar HC dapat menguasai tugas-tugas dalam penyelenggaraan usaha perbankan, khususnya terkait peningkatan kualitas pelayanan (*service excellence*) serta dapat memenuhi standar kinerja yang telah ditetapkan. Hal ini juga dilakukan untuk memastikan ketersediaan HC yang andal dan profesional

HUMAN CAPITAL RECRUITMENT SCHEME

In order to have an effective and efficient recruitment process in obtaining ideal HC who has the appropriate competence, the Bank's recruitment stages undergo a series of related and comprehensive selection process of candidate. The selection process uses a technique/method as the predictor in the selection procedure that highly depends on: job characteristics, method validity and reliability, percentage of selected candidates, and the cost of using certain technique.

Bank Victoria's selection process consists of the following stages:

1. Completion of application form with biographical data, references, and recommendations;
2. Capability and personality test;
3. Interview by HCM and End User;
4. Physical/Physiological test and job simulation test (for certain positions);
5. Assessment by independent party appointed by the Bank.

COMPETENCE DEVELOPMENT POLICY AND IMPLEMENTATION

POLICIES

Bank Victoria's commitment to ensure HC's quality and capability is demonstrated by giving the opportunity to all employees to develop themselves, both personally and professionally. Employees' participation in competence development program is determined by the needs of the Bank and employees by considering gender equality and equal opportunities for all of the Bank's HC, for newly recruited HC, existing, as well as for staff and non-staff.

Competence-based HC development is intended to enable HC to master the duties in the operation of banking business, particularly related to the improvement of service excellence, and to meet the set performance standard. This is also done to ensure the availability of reliable and professional HC in running Bank Victoria's business activities. And, as a form of a

dalam menjalankan aktivitas bisnis Bank Victoria. Dan, sebagai bentuk investasi jangka panjang, pengembangan HC akan memberikan dampak nyata bagi peningkatan kinerja dan eksistensi Bank di masa yang akan datang.

Salah satu media pengembangan kompetensi HC adalah melalui pemberdayaan program pendidikan dan pelatihan yang didasarkan pada kebutuhan pengembangan individu untuk menunjang keberhasilan kinerja dan karir. Program pendidikan dan pelatihan tersebut disesuaikan dengan Rencana Pelatihan Tahunan yang disusun berdasarkan *Training Need Analysis*.

KNOWLEDGE MANAGEMENT

Untuk mendukung proses penyebaran ilmu pengetahuan secara menyeluruh dan terstruktur, Bank Victoria melaksanakan *Knowledge Management*. Hal ini ditujukan untuk menghimpun seluruh pengetahuan, keterampilan dan pengalaman kerja HC menjadi sumber informasi yang dapat diakses oleh seluruh HC agar dapat meningkatkan kompetensinya. Pelaksanaan *Knowledge Management* Bank Victoria dilakukan melalui beberapa sarana, seperti, *e-learning*, intranet dan *vic-news*.

EVALUASI PENGEMBANGAN KOMPETENSI

Untuk mengukur efektivitas atas pelaksanaan sistem pelatihan dan pengembangan bagi HC, Bank melakukan evaluasi pasca pelatihan melalui *Form Evaluasi Pasca Training*. Hasil evaluasi akan menjadi salah satu bahan pertimbangan, bukan sebagai faktor penentu atau merupakan hasil akhir suatu proses/kegiatan di pengembangan HC, baik dalam pengangkatan karyawan (promosi) maupun proses mutasi karyawan, ataupun sebagai dasar untuk meningkatkan kebutuhan *training* lanjutan HC.

KEBIJAKAN DAN PELAKSANAAN PENGEMBANGAN KARIR

Pengembangan karir merupakan bagian penting yang menjadi perhatian Divisi *Human Capital Management and General Affair* Bank Victoria. Pengembangan karir dapat digunakan sebagai pendekatan formal dalam upaya peningkatan atau perbaikan, dan pertumbuhan kepuasan kerja, pengetahuan dan kemampuan HC untuk memastikan bahwa orang-orang yang memiliki kualifikasi dan pengalaman yang tepat telah tersedia ketika dibutuhkan. Dengan demikian, perencanaan dan pengembangan karir yang jelas akan membantu HC dan Bank dalam meraih sukses.

Adapun tujuan pengembangan karir sebagai berikut:

1. Membantu pencapaian tujuan individu dan Bank sebagai hubungan timbal balik yang bermanfaat bagi kesejahteraan HC dan tujuan perusahaan.
2. Menunjukkan hubungan kesejahteraan HC, dimana peningkatan kesejahteraan diharapkan dapat meningkatkan loyalitas.
3. Membantu HC memahami potensi dan keahliannya, sehingga mampu menciptakan iklim kerja positif.

long-term investment, HC development will give a real impact on the improvement of the Bank's performance and existence in the future.

One of HC competence development media is the empowerment of education and training programs based on the needs for individual development to support the success of performance and career. Such education and training programs are adjusted to the Annual Training Plan prepared based on Training Need Analysis.

KNOWLEDGE MANAGEMENT

To support the comprehensive and structured dissemination process of knowledge, Bank Victoria performs Knowledge Management. This is intended to compile all HC knowledge, skills, and work experience to become a source of information that is accessible by all HC so this enables them to improve their competence. Knowledge Management of Bank Victoria is performed through several facilities, such as e-learning, intranet, and vic-news.

COMPETENCE DEVELOPMENT EVALUATION

To measure the effectiveness of training and development system implementation for HC, the Bank conducts post-training evaluation using the Post-Training Evaluation Form. The evaluation result will become one of the consideration factors, not as the defining factor or the end-result of a process/activity in HC development, both in terms of appointment of employees (promotion) and rotation process of employees, or as a basis to provide HC follow-up training.

CAREER DEVELOPMENT POLICY AND IMPLEMENTATION

Career development is an important part that becomes a concern to the Human Capital Management and General Affairs Division of Bank Victoria. Career development can be used as a formal approach in the efforts of enhancing or improving and increasing job satisfaction as well as HC knowledge and abilities to ensure that the personnel who has appropriate qualification and experience is available when needed. Thus, a detailed career planning and development will help HC and the Bank to achieve success.

The objectives of career development are as follows:

1. Assisting the achievement of individual and Bank objectives as beneficial mutual relationships for HC welfare and company goals.
2. Demonstrating the connection of HC welfare, where improvement of welfare is expected to increase loyalty.
3. Assisting HC in understanding their potential and expertise, so that a positive work environment can be created.

4. Mengurangi *turnover*, dimana rendahnya *turnover* dapat menghemat biaya tenaga kerja, khususnya biaya untuk mendidik karyawan baru.

Sedangkan, manfaat pengembangan karir bagi Bank Victoria sebagai berikut:

1. Sebagai media dalam upaya menyediakan HC yang sesuai dengan strategi Bank.
2. Mengatur agar Bank memiliki dan mengaplikasikan sistem pengembangan karir yang jelas dan terukur.
3. Mengidentifikasi karyawan yang potensial.
4. Menciptakan iklim kompetisi yang sehat.
5. Menyediakan standar kompetensi HC yang dibutuhkan pada setiap jabatan di Bank.

Pengembangan karir harus dilihat secara holistik, tidak hanya dari sisi promosi tetapi juga dari sisi peningkatan kapabilitas, perluasan kewenangan, pengembangan individu dan peningkatan remunerasi. Untuk itu, Bank Victoria mengembangkan karir HC dengan mengacu pada *Prudential Career Management Guideline* sebagai berikut:

1. HC yang akan diusulkan untuk dikembangkan karirnya, harus diyakini telah memberikan kontribusi kinerja yang konsisten dan berkesinambungan.
2. HC tersebut harus diberikan perluasan tugas/fungsi/kewenangan. Proses perluasan tugas/fungsi/kewenangan ini dapat dikompensasikan melalui kenaikan gaji yang memadai dengan memperhatikan *range* gaji dan anggaran biaya tenaga kerja yang tersedia.
3. HC yang telah berhasil dalam tugas barunya dapat dipindahkan ke bidang lain dalam rangka memperluas pengetahuannya.

PENILAIAN KINERJA

Guna mendorong karyawan agar senantiasa berupaya mencapai kinerja yang optimal, Bank Victoria secara berkesinambungan menerapkan dan memperbaiki seluruh tahapan dalam proses pengelolaan kinerja, yang mencakup penyusunan Indikator Kinerja Utama dan pembinaan periodik dari atasan kepada bawahan dalam memantau pencapaian target kerja. Terkait hal tersebut, Bank melaksanakan penilaian kemampuan kerja HC, tingkat disiplin, hubungan kerja, kepemimpinan, serta hal-hal khusus yang disesuaikan pada bidang dan level pekerjaan yang dijabatnya.

Pelaksanaan penilaian kinerja karyawan dimaksudkan untuk mengetahui sejauh mana kinerja dari setiap HC, kekurangan dan kelebihan, serta kelemahan dan kekuatan setiap HC, selain untuk mengevaluasi efektivitas sistem-sistem yang berjalan/berlaku di Bank Victoria. Melalui penilaian kinerja yang dilaksanakan minimal 1 kali dalam 1 tahun, HC diharapkan dapat menjalankan tugasnya secara optimal, meningkatkan loyalitas, serta menggerakkan iklim kerja yang terbuka, positif dan progresif.

Pelaksanaan penilaian kinerja mengacu pada pedoman dan prosedur yang sesuai dengan Peraturan Perusahaan, Surat Edaran Direksi, Surat Keputusan Direksi, kaidah-kaidah umum tentang penilaian HC, serta kebiasaan yang ada di lingkungan Bank. Secara khusus, penilaian kinerja tersebut diatur dalam

4. Reducing turnover, where a low turnover can save manpower costs, especially the cost of training/educating new employees.

Whereas, the advantages of career development for Bank Victoria are as follows:

1. As media in the effort to provide HC that is in accordance with the Bank's strategies.
2. Arranging so that the Bank has and applies a defined and measured career development system.
3. Identifying potential employees.
4. Creating a healthy competition.
5. Providing HC competence standard required for every position in the Bank.

Career development shall be seen holistically, not only from the promotion side, but also from the side of improving capability, expanding authority, individual development, and increasing remuneration. For that matter, Bank Victoria shall develop HC career by referring to the following Prudential Career Management Guidelines:

1. HC who is proposed for career development, shall be deemed to have given continuous and consistent performance contribution.
2. Such HC shall be given expansion of duty/function/authority. This process of duty/function/authority expansion can be compensated through adequate salary increase by considering the salary range and the available budget for manpower cost.
3. HC who has succeeded in their new assignments can be rotated to other field in order to expand their knowledge.

PERFORMANCE ASSESMENT

To motivate employees to constantly strives for achieving optimal performance, Bank Victoria continuously implements and improves the entire stages in the process of performance management, covering the development of Key Performance Indicators and periodical coaching from superiors to subordinates in monitoring the achievement of work targets. In relation to that matter, the Bank conducts assessment of HC work ability, discipline level, working relationship, leadership, and specific things adjusted to the field and level of work of the positions they hold.

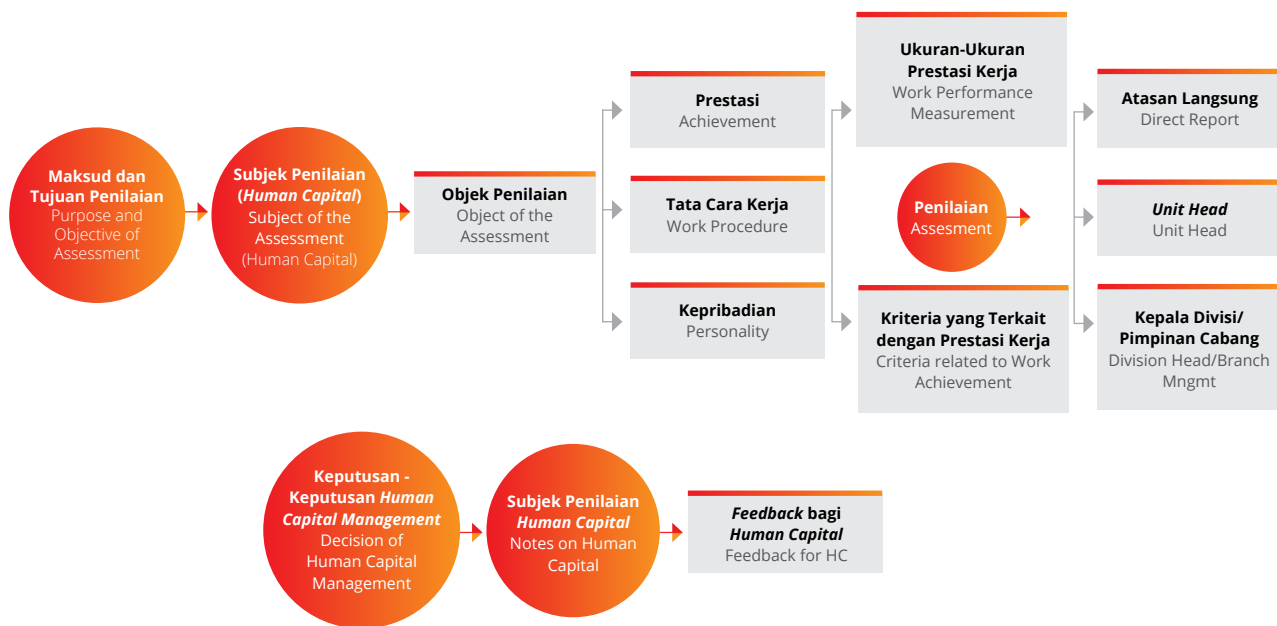
The implementation of employee performance assessment aims to understand the extent of each HC's performance, the negative and positive, and the strengths and weaknesses, in addition to evaluate the effectiveness of the ongoing/existing systems in Bank Victoria. Through the performance assessment conducted at least 1 time in 1 year, the HC is expected to perform its duties optimally, increase loyalty, and trigger an open, positive, and progressive work environment.

The implementation of performance assessment refers to the guidelines and procedures in accordance with the Company Regulations, Circular Letters of the Board of Directors, Decision Letters of the Board of Directors, general rules on HC assessment, and existing norms within the Bank's

Sistem Penilaian Kinerja Karyawan yang termuat dalam Standar Operasional Prosedur *Human Capital Management* yang telah disahkan melalui Surat Keputusan Direksi No. 002/SK-DIR/11/18 tanggal 19 Nopember 2018 tentang Standar Operasional Prosedur *Human Capital Management*.

environment. Specifically, the performance assessment is regulated in the Employee's Performance Assessment System contained in the Standard Operating Procedures of Human Capital Management that has been validated by the Board of Directors' Decision Letter No. 001/SK-DIR/08/17 dated 3 August 2017 on Standard Operating Procedures of Human Capital Management.

Skema Sistem Penilaian Kinerja *Human Capital* Human Capital Performance Assessment System Scheme



Seluruh hasil penilaian kinerja HC akan menjadi bahan pertimbangan untuk menetapkan kenaikan remunerasi dan bonus tahunan. Hasil penilaian kinerja juga akan digunakan sebagai dasar pemberian *reward* kepada karyawan, baik yang bersifat finansial maupun non finansial, yang disesuaikan dengan kemampuan Bank setiap tahunnya.

The entire results of HC performance assessment will become a consideration in determining the increase of remuneration and annual bonus. The performance assessment results will also be used as the basis of rewards for employees, both financial and non-financial, adjusted with the Bank's ability every year.

HUMAN CAPITAL ENGAGEMENT

Bank Victoria sangat memahami bahwa HC yang memiliki keterikatan terhadap perusahaan akan menjadi motor penggerak yang kuat dalam mendukung strategi pengembangan bisnis Bank. Hal tersebut disebabkan Bank sangat bergantung pada kinerja dan keberhasilan setiap HC dalam menjalankan tanggung jawabnya, sehingga ketika kinerja menurun, maka seringkali rendahnya engagement HC dianggap sebagai penyebab utama. Oleh karena itu, sudah menjadi kewajiban Bank untuk senantiasa menciptakan program yang dapat meningkatkan *engagement* dan kinerja HC secara bersamaan.

Beberapa cara yang dilakukan untuk meningkatkan *engagement* karyawan adalah dengan memberikan kesempatan mengikuti pendidikan dan pelatihan untuk meningkatkan pengetahuan serta memberikan kesempatan bagi HC terbaik untuk mengembangkan karir melalui promosi, *job rotation*, *job*

HUMAN CAPITAL ENGAGEMENT

Bank Victoria fully understands that HC who has attachment to the Company will be a strong driver in supporting the Bank's business development strategy. This is due to the Bank highly depends on the performance and success of each HC in executing their responsibilities; therefore, when performance declines, it is often that the low engagement of the HC is deemed as the main cause. Therefore, it is the Bank's obligation to always create programs that can improve HC's engagement and performance at the same time.

Several methods applied to increase employees' engagement are by giving the opportunity to participate in education and training to improve their knowledge as well as giving the opportunity to the best HC to develop their career through promotion, job rotation, job enrichment, job enlargement, or

enrichment, job enlargement atau tantangan lain, seperti terlibat dalam suatu kegiatan yang diselenggarakan Bank.

Bank juga melakukan penilaian kinerja atas pencapaian *Key Performance Indicator* (KPI) yang direncanakan dan ditetapkan mulai dari level perusahaan, tingkat divisi/tim sampai dengan tingkat individu. Berdasarkan hasil penilaian, Bank melakukan pemantauan atas keseluruhan capaian kinerja masing-masing individu maupun grup/kelompok. Pemantauan dilakukan melalui *coaching, counseling, dan controlling*.

Hasil penilaian dan pemantauan kinerja kemudian digunakan untuk beberapa tujuan, yakni:

1. Menjadi *feedback* bagi pengembangan kompetensi SDM bersangkutan;
2. Memberikan penghargaan untuk yang memiliki kinerja mencapai atau melebihi target yang disepakati dalam KPI;
3. Penentuan program pembinaan bagi yang kurang atau tidak dapat mencapai ukuran kinerja yang ditetapkan.

Bagi HC yang berprestasi dalam mendukung pencapaian target bisnis akan mendapatkan *reward*. Pemberian *reward* dilakukan secara konsisten setiap tahunnya, antara lain berupa uang tunai untuk pencapaian target kantor cabang berdasarkan total aset cabang menurut parameter pencapaian DPK (*oustanding*), kredit (*oustanding*), CASA, CIF *Lending*, NPL, dan *new to bank*, serta pencapaian KPI terbaik untuk jabatan Kepala Operasional. Pemberian *reward* tersebut di tahun 2017 diuraikan sebagai berikut:

other challenges, such as engaged in an activity organized by the Bank.

The Bank shall also conduct performance assessment in achieving Key Performance Indicators (KPI) that are planned and set from the company level, division/team level, to individual level. Based on the assessment results, the Bank shall monitor the overall performance achievements of each individual employee and group/team. The monitoring shall be conducted through coaching, counseling, and controlling.

The performance assessment and monitoring results will then be used for several purposes:

1. Becoming the feedback for the competence development of the concerned HR;
2. Giving appreciation to those whose performance meets or exceeds the targets agreed in their KPI;w
3. Determining the coaching program for those whose performance is less than or does not meet the set target.

HC who excel in supporting the business target achievement will receive rewards. Rewards are provided consistently every year, among others in the form of cash for the achievement of branch office targets based on total assets of the branch according to the achievement parameters of DPK (outstanding), credit (outstanding), CASA, CIF Lending, NPL, and new to bank, as well as the best KPI achievement for the position of Head of Operation. Rewards given in 2017 are described as follows:

Tabel Pemberian Reward Human Capital
Table of Human Capital Reward Provision

Reward Rewards	Nama Name	Posisi Position
Uang Tunai Rp7 juta Cash of Rp7 million	Senayan City- Cabang Pembantu Senayan City-Sub-Branch Office	Juara 1 1st Winner
Uang Tunai Rp6 juta Cash of Rp6 million	BIP-Cabang BIP-Branch Office	Juara 2 2nd Winner
Uang Tunai Rp5 juta Cash of Rp5 million	Kelapa Gading 2-Cabang Pembantu Kelapa Gading 2-Sub-Branch Office	Juara 3 3rd Winner
Uang Tunai Rp5 juta Cash of Rp5 million	Surabaya-Cabang Surabaya-Branch Office	Cabang Luar Kota Terbaik The Best Out-of-Town Branch Office
Uang Tunai Rp2.5 juta Cash of Rp2.5 million	Makassar-Cabang Makassar-Branch Office	Cabang Pertumbuhan Tercepat The Fastest-Growth-Branch

Selain itu, *engagement* HC juga dilakukan melalui penerapan standar remunerasi yang layak dan memenuhi peraturan-peraturan terkait ketenagakerjaan. Standar remunerasi ditetapkan berdasarkan pemeringkatan karyawan dan jenjang jabatan.

INDUSTRIAL RELATION

Dalam rangka menciptakan hubungan kerja yang harmonis, selaras dan berkeadilan guna meningkatkan produktivitas dan *engagement* HC, Bank berupaya untuk melakukan optimalisasi

In addition, HC engagement is also carried out through the implementation of a fair remuneration standard that meets the regulations related to employment. The remuneration standard shall be determined based on the employee ranking and position level

INDUSTRIAL RELATIONS

To create a harmonious, aligned, and fair working relationship to improve productivity and engagement of HC, the Bank strives to optimize HC management with due observance of

dalam pengelolaan HC dengan tetap memperhatikan kepentingan HC itu sendiri. Dalam mewujudkan hubungan kerja tersebut, Bank menyusun Peraturan Perusahaan Bank Victoria yang telah dimutakhirkan dan disahkan oleh Kementerian Tenaga Kerja dan Transmigrasi melalui Surat Keputusan Direktur Jenderal Pembinaan Hubungan Industrial dan Jaminan Sosial Tenaga Kerja No. Kep. 350/PHIJSK-PK/ PP/ III/2017 tanggal 15 Maret 2017 tentang Pengesahan Peraturan Perusahaan PT Bank Victoria International Tbk. Peraturan Perusahaan tersebut dimutakhirkan secara berkala sesuai dengan perubahan peraturan dan perkembangan industri perbankan di tanah air. Bank juga secara rutin telah melakukan rapat dengan Serikat Pekerja untuk membahas isu-isu terkait pemenuhan hak dan kewajiban HC, maupun perumusan sanksi disiplin, jika terdapat pelanggaran disiplin oleh HC.

KEBIJAKAN REMUNERASI

Untuk pembahasan Kebijakan Remunerasi telah dimuat dalam pembahasan *Corporate Social Responsibility* pada laporan tahunan ini.

PROGRAM PENSIUN

Untuk pembahasan Program Pensiun telah dimuat dalam pembahasan *Corporate Social Responsibility* pada laporan tahunan ini.

INTERNALISASI BUDAYA PERUSAHAAN

Corporate culture merupakan nilai budaya Bank Victoria yang dihidupi dan dijalankan secara konsisten oleh seluruh jajaran HC Bank. *Corporate culture* ditujukan untuk menciptakan transformasi budaya kerja yang lebih profesional di Bank Victoria guna mendukung perbaikan proses dan kinerja bisnis Bank. Transformasi tersebut dimulai dari tahap *awareness, engagement, acceptance, dan ownership*.

Guna mewujudkan transformasi budaya kerja, Bank menetapkan program kerja yang dapat memperkuat budaya kerja yang berorientasi pada *intrapreneurship* (pelayanan dan penjualan), kinerja, inovasi dan efisiensi. Program kerja tersebut antara lain meliputi sosialisasi dan komunikasi nilai budaya perusahaan, internalisasi nilai budaya perusahaan, penyelarasan sistem organisasi dan HC, serta pelaksanaan program *recognition seperti dengan diadakannya kegiatan RABU (Rapat Budaya) setiap hari Rabu*. Program tersebut dilaksanakan secara konsisten sebagai bagian yang tidak terpisahkan dari kegiatan operasional Bank.

TINGKAT TURNOVER HUMAN CAPITAL

Melalui berbagai upaya pengelolaan HC yang dilakukan secara adil, transparan dan berimbang, Bank menciptakan lingkungan kerja yang baik bagi seluruh insan Bank Victoria. Hal ini antara lain ditujukan untuk mengelola tingkat *turnover* karyawan Bank.

the interest of the HC themselves. In realizing such working relationship, the Bank developed Bank Victoria's Company Regulations that have been updated and validated by the Ministry of Manpower and Transmigration through the Decision Letter of the Director General of Industrial Relations Development and Social Security No. Kep. 350/PHIJSK-PK/ PP/ III/2017 dated 15 March 2017 on the Validation of Company Regulation of PT Bank Victoria International Tbk. The Company Regulation is updated periodically in accordance with the changes in regulations and banking industry development in the country. The Bank also regularly holds meetings with the Labor/Worker Union to discuss issues related to the fulfillment of HC's rights and responsibilities, and the formulation of disciplinary sanctions, in the event that there is a disciplinary violation by HC.

REMUNERATION POLICY

Discussion of the Remuneration Policy is contained in the Corporate Social Responsibility section in this annual report.

PENSION PROGRAM

Discussion of the Pension Program is contained in the Corporate Social Responsibility section in this annual report.

CORPORATE CULTURE INTERNALIZATION

Corporate culture is the culture values of Bank Victoria that are shared and uphold consistently by all ranks of the Bank's HC. The corporate culture is intended to create more professional transformation of work culture in Bank Victoria to support the improvement of the Bank's business process and performance. The transformation starts from the stage of awareness, engagement, acceptance, to ownership.

In order to realize the work culture transformation, the Bank established a work program that can strengthen the work culture that is intrapreneurship oriented (services and sales), performance, innovation, and efficiency. The work program is among others covering dissemination and communication of corporate culture values, internalization of the corporate culture values, alignment of the organizational system and HC, as well as the implementation of recognition program such as by holding RABU (Cultural Meeting) every Wednesday.

HUMAN CAPITAL TURNOVER RATE

Through various efforts of HC management conducted that are fair, transparent, and balanced, the Bank creates a good work environment for all personnel of Bank Victoria. This among others is intended to manage the turnover rate of the Bank's employees.

Pada tahun 2018, tercatat sebanyak 278 karyawan Bank Victoria berhenti bekerja, atau mencapai 26,62% dari total karyawan Bank Victoria akhir tahun 2017 yang mencapai 1.107 karyawan. Tingkat *turnover* tersebut menurun dari tahun 2017 yang mencapai 33,24% dengan jumlah karyawan yang mengundurkan diri sebanyak 368 karyawan. Tingkat *turnover* karyawan komparatif 2 tahun disajikan dalam tabel berikut:

In 2018, it was recorded that 278 employees of Bank Victoria were quitting, or 26.62% from the total employees of Bank Victoria by the end of 2017 that reached 1,107 employees. The turnover rate was lower than in 2017 that was 33.24% with the total number of 368 resigning employees. The two-year comparative HC turnover rate is presented in the following table:

Tabel Tingkat Turnover Human Capital
Table of Human Capital Turnover Level

Uraian Description	2018 (orang) 2018 (people)	2017 (orang) 2017 (people)
Jumlah <i>Human Capital</i> Total Human Capital	1,044	1,107
Jumlah <i>Human Capital</i> yang Keluar Total Human Capital Exiting	278	368
Tingkat <i>Turnover</i> (%) Turnover Rate (%)	26.62%	33.24%

RENCANA KE DEPAN

Bank Victoria akan senantiasa melakukan berbagai upaya perbaikan, pengembangan dan program peningkatan standar kompetensi HC ke depan.

Dalam rangka untuk memberikan layanan yang prima, maka memastikan efektivitas pengelolaan HC menjadi sebuah hal yang mutlak bagi Bank Victoria yaitu dengan melakukan pemetaan kompetensi, kualifikasi, dan kecukupan HC sebagai entitas utama untuk melaksanakan fungsi bisnis.

Sebagai upaya untuk terus meningkatkan kompetensi HC maka akan dilakukan perencanaan program, modul, metodologi dan materi pembelajaran yang lebih terarah melalui Learning Centre sehingga dapat dipastikan program yang dijalankan berdampak pada peningkatan produktivitas. Program pengembangan *leadership* untuk seluruh karyawan serta internalisasi nilai-nilai budaya, menjadi fokus untuk tahun ke depan dengan tetap memperhatikan pemenuhan program pelatihan yang bersifat inti (*core program*) dan *mandatory* sesuai ketentuan regulator maupun internal perusahaan.

FUTURE STRATEGIES

Bank Victoria will continue to make various efforts to improve, develop, and increase HC competency standards to the future.

In order to provide excellent service, ensuring the effectiveness of HC management becomes an absolute matter for Bank Victoria by conducting HC mapping of competencies, qualifications, and adequacy as the main entity to carry out the business functions.

In an effort to continuously improve HC competency, program planning, modules, methodologies, and learning materials will be carried out in a more directed way through the Learning Centre so that the programs implemented will certainly have an impact on productivity increase. The leadership development program for all employees as well as the internalization of cultural values become the focus for the coming year while still paying attention to the fulfilment of core program and mandatory training programs in accordance with regulatory and internal company provisions.



TEKNOLOGI INFORMASI

Information Technology

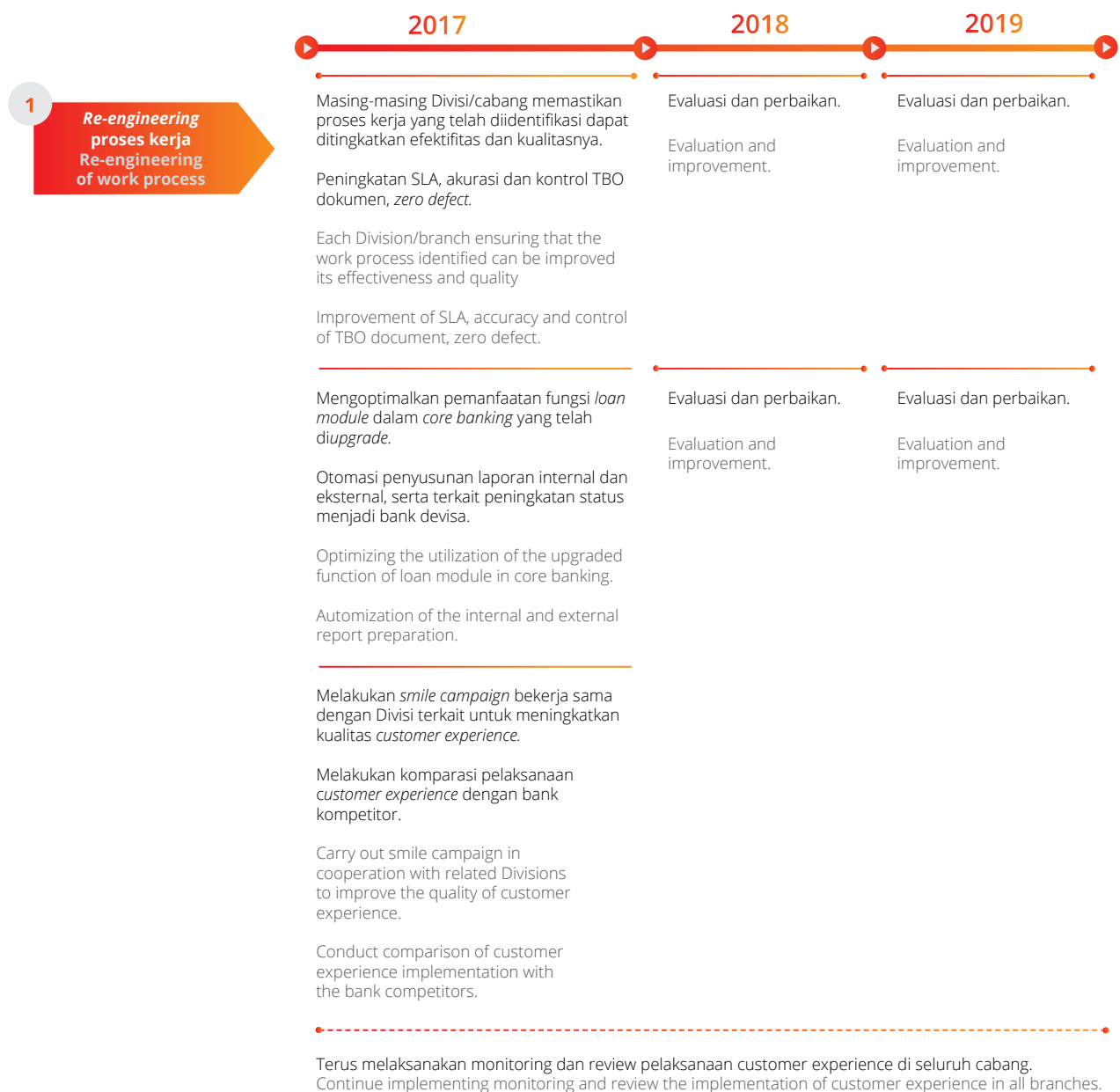


Masterplan Teknologi Informasi

Information Technology Masterplan

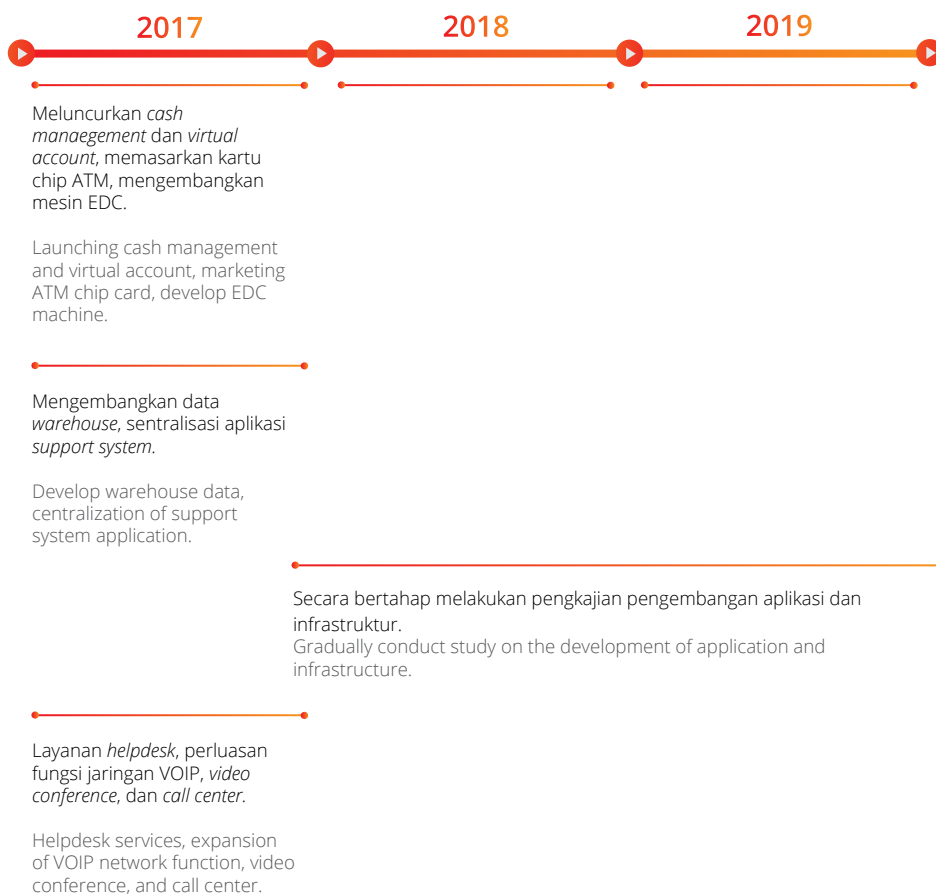
Mengingat pentingnya peranan Teknologi Informasi (TI) dalam kelancaran kegiatan operasional, maka Bank terus berinovasi dan mengembangkan sistem TI yang sesuai dengan kebutuhan bisnis yang dinamis. Upaya tersebut diawali dengan penyusunan *roadmap* pengembangan TI yang disesuaikan dengan rencana jangka menengah dan jangka panjang Bank Victoria. Adapun penjabaran *roadmap* pengembangan TI tersebut disampaikan dalam skema berikut.

Considering the importance of Information Technology (IT) role in the smooth running of operations, the Bank continues to innovate and develop IT systems that are in line with the dynamic business needs. The effort began with the preparation of an IT development roadmap tailored to Bank Victoria's medium-term and long-term plans. The description of IT development roadmap is presented in the following scheme.



2

Memperluas peran aktif TI
Expand the active role of IT



Secara umum, tema strategi terkait dengan aspek operasional dan teknologi yang akan diterapkan oleh Bank yakni "Menyediakan layanan operasional perbankan yang efisien, nyaman, cepat dan handal yang berbasis kepada orientasi Bisnis". Adapun poin penting yang dilaksanakan oleh Bank sebagai berikut :

- Jalur efektifitas proses operasional dari hulu ke hilir dievaluasi dan diperbaiki;
- Kualitas administrasi dan percepatan proses dapat diwujudkan baik dari sisi Perkreditan, Operasional, dan di TI;

In general, the theme of the strategy is related to the operational and technological aspects that will be applied by the Bank, which are "Providing efficient, convenient, fast, and reliable banking operational services based on Business orientation". The important points implemented by the Bank are as follows:

- Evaluating and improving the effectiveness path of the operational process from upstream to downstream;
- The quality of administration and acceleration of the process can be realized in terms of Credit, Operational, and IT;

- Transaksi yang semakin kompleks dan meningkat jumlahnya dapat di *deliver* secara tepat waktu, *zero defect* dan memberikan kepuasan kepada *customers*;
- Data *corebanking* dapat diolah dan didistribusikan kepada berbagai unit kerja yang membutuhkan dalam bentuk laporan yang tepat dan akurat sehingga proses pengambilan keputusan bisnis lebih efektif; dan
- Dapat mengikuti perkembangan arah bisnis yang lebih fokus ke *retail banking* sehingga dapat sejajar dengan bank pesaing.

- Transactions that are increasingly complex and increasing in number can be delivered in a timely manner, zero defects, and provide satisfaction to customers;
- Corebanking data can be processed and distributed to various work units that need it in the form of proper and accurate reports so that the business decision making process is more effective; and
- Able to follow the development of business directions that are more focused on retail banking so that it can be in line with the competing banks.

Profil Divisi Teknologi Informasi

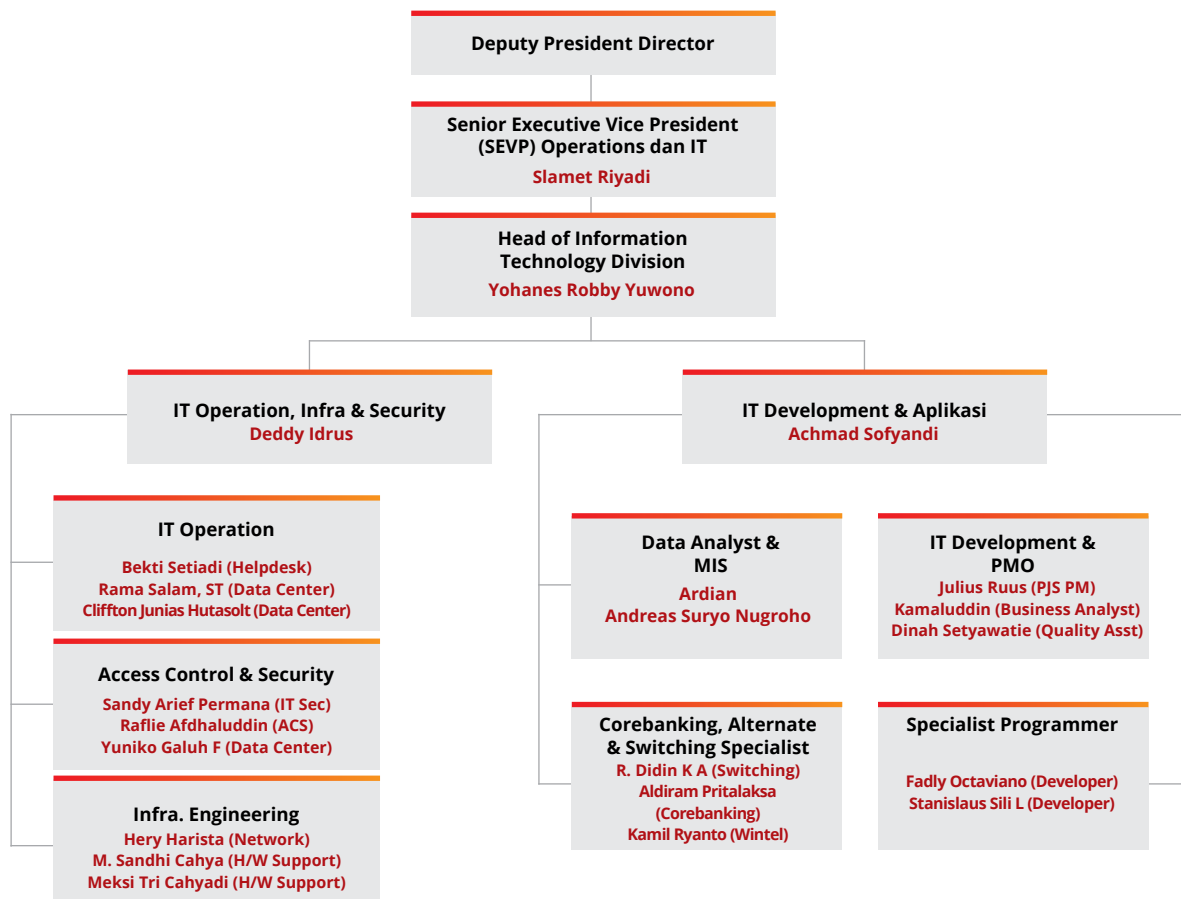
Information Technology Division Profile

Berdasarkan Surat Keputusan Direksi No. 01/SKDIR/09/16 tentang Struktur Organisasi, penanggung jawab pengelolaan TI di Bank Victoria adalah *Divisi Information Technology* yang dipimpin oleh *Head of Information Technology Division*. Divisi ini bertanggung jawab kepada Wakil Direktur Utama untuk membantu Bank dalam hal-hal yang berkaitan dengan aspek TI sehingga dapat memberikan akses data perbankan yang *online/real time* bagi Bank dan nasabah, sesuai dengan hak dan kewajibannya masing-masing.

Based on Board of Directors' Decision Letter No. 01 SKDIR/09/16 on Organizational Structure, the person in charge of IT management at Bank Victoria is the Information Technology Division led by the Head of Information Technology Division. This division is responsible to the Vice President Director to assist the Bank in matters relating to IT aspects so that it can provide access to online/real time banking data for the Bank and customers, according to their respective rights and obligations.

Adapun struktur Divisi *Information Technology* Bank Victoria yakni:

The structure of Bank Victoria's Information Technology Division is:



FUNGSI TI DEVELOPMENT

FUNGSI UTAMA/TANGGUNG JAWAB UTAMA

1. Bertanggung jawab sebagai koordinator IT dengan *user* dalam hal kebutuhan IT dari *user* (sisi *software*, *hardware* maupun jaringan komunikasi).
2. Melakukan *monitoring* terhadap *project* yang dikembangkan.
3. Membantu *user* untuk menyusun *Business Requirement* untuk kebutuhan aplikasi.

URAIAN TUGAS/RINGKASAN PEKERJAAN

1. Melakukan *monitoring* terhadap proses *User Acceptance Test* (UAT).
2. Memberikan persetujuan/konfirmasi mengenai kesiapan aplikasi untuk diserahkan kepada *User*.
3. Melakukan *pitching* teknologi dan harga/biaya atas *project* yang akan diimplementasikan.
4. Memastikan adanya *application security*, *user access rights* dan *user access control* yang memadai.
5. Melakukan *Post Implementation Review* (PIR) terhadap aplikasi yang telah diimplementasikan.
6. Membuat *Business Analysis* untuk aplikasi yang sedang dikembangkan *Funding*, *Lending* dan *MIS*.
7. Menjembatani kebutuhan *End User* dengan Unit Kerja TSI (Pengembangan).
8. Memastikan bahwa *project cost* mengikuti ketentuan dan peraturan yang berlaku.
9. Membuat dokumen *Scope of Work* (SOW) atau *Functional Specification Design* (FSD) atas *project* pengembangan aplikasi.
10. Membantu *monitoring* Operasional terhadap *Delivery channel* (IB/MB dan ATM).
11. Membantu menyusun SOP terhadap kebijakan SDLC.
12. Melakukan tugas-tugas lainnya yang diberikan oleh atasan.

FUNGSI IT OPERATION

Mengkoordinir, mengatur, mengamati dan mengawasi secara intensif segala kegiatan di bidang Teknologi Sistem Informasi.

URAIAN TUGAS/RINGKASAN PEKERJAAN

BIDANG INFRASTRUKTUR

- a. Bertanggung-jawab atas infrastruktur dan jaringan seluruh Cabang.
- b. Menyiapkan *hardware* untuk setiap pembukaan kantor baru (Kantor cabang, Kantor Cabang Pembantu dan Kantor Kas).
- c. Melakukan proses pemeliharaan berkala (*maintenance*) atas peralatan IT.
- d. Melakukan koordinasi dengan pihak *vendor* serta bagian *Hardware* untuk perbaikan atas kerusakan peralatan IT.
- e. Melakukan koordinasi dengan pihak *vendor* serta bagian Jaringan untuk pihak ketiga atas kerusakan.
- f. Menyusun *technical specification* dari *hardware* dan jaringan untuk secara optimum menjawab kebutuhan bisnis.

IT DEVELOPMENT FUNCTION

MAIN FUNCTION/MAIN RESPONSIBILITY

1. Be responsible as an IT coordinator with users in terms of users' IT needs (software, hardware, and communication networks).
2. Monitoring the project being developed.
3. Helping users to develop Business Requirements for application needs.

JOB DESCRIPTION/JOB SUMMARY

1. Monitoring the process of User Acceptance Test (UAT).
2. Provide approval/confirmation on the readiness of the application to be handed over to the User.
3. Pitching technology and prices/costs of the project to be implemented.
4. Ensuring adequate application security, user access rights, and user access control.
5. Performing Post Implementation Review (PIR) on applications that have been implemented.
6. Creating Business Analysis for applications that are being developed by Funding, Lending, and MIS.
7. Bridging End User needs with the TSI Work Unit (Development).
8. Ensuring that project costs follow the applicable provisions and regulations.
9. Creating a Scope of Work (SOW) document or Functional Specification Design (FSD) for an application development project.
10. Assisting Operational monitoring of Delivery channels (IB/MB and ATM).
11. Helping to compile an SOP on SDLC policies.
12. Carrying out other tasks given by superiors.

IT OPERATION FUNCTION

Coordinating, regulating, monitoring, and supervising intensively all activities in the field of Information System Technology.

JOB DESCRIPTION/JOB SUMMARY

INFRASTRUCTURE SECTOR

- a. Responsible for the infrastructure and network of all Branches.
- b. Set up hardware for each new office opening (branch offices, sub-branch offices, and cash offices).
- c. Conduct periodic maintenance processes for IT equipment.
- d. Coordinate with the vendor and the Hardware section for IT equipment repairs.
- e. Coordinate with the vendors and the Network section for third parties for damage repairs.
- f. Arrange technical specifications of hardware and networks to optimally answer business needs.

- g. Membuat *Capacity planning* terhadap perangkat keras (*Hardware*) dan jaringan.
- h. Membantu dalam perbaikan jaringan apabila diperlukan.
- i. Melakukan *Continuous Monitoring* atas kualitas *Hardware* dan Jaringan yang ada dan biaya yang dikeluarkan.
- j. Bertanggung jawab menyiapkan BCP (*Business Continuity Plan*) atas seluruh jaringan yang ada.

BIDANG OPERATION

- a. Membantu *supporting data core* untuk kebutuhan MIS business,
- b. Memantau *capacity plan* dan kinerja dari *server, router, hardware* serta jaringan yang ada di dalam *Data Centre*,
- c. Bertindak sebagai *contact* untuk segala masalah terkait *hardware, software* dan jaringan yang dialami oleh *user*,
- d. Memberikan *post-implementation support*,
- e. Bertanggung jawab atas *deployment* segala macam *hardware* dan *software* yang ada didalam *Data Center*,
- f. Secara berkala melakukan pengawasan *back-up* terhadap *database* yang ada di *data center*,
- g. Melakukan pengawasan atas akses keluar masuk *data centre*. Serta memastikan hanya *authorised personnel* yang bisa memasuki *Data Center*,
- h. Membantu sebagai *user request* terkait aplikasi *core banking* dan melakukan *test sistem core*,
- i. Melakukan *manual intervention* untuk proses *download* dan *upload* data antar sistem yang belum bisa dilakukan secara otomatis,
- j. Melakukan fungsi *database administration* pada aplikasi dan *user administrator system*,
- k. Membantu *solving problem* terhadap sistem dan aplikasi pada *production*, dan
- l. Sebagai *single contact first layer support*.

BIDANG SECURITY

- a. Memastikan bahwa *data centre* mematuhi segala ketentuan yang berlaku terkait IT *security*,
- b. Melakukan pengawasan atas akses keluar masuk data. Serta memastikan hanya *authorised personnel* dalam aplikasi *production*,
- c. Melakukan *monitoring* terhadap aplikasi yang berjalan sesuai dengan standarisasi TI,
- d. Memberikan input/masukan kepada tim Operasi dan Bisnis untuk perbaikan data,
- e. Melakukan *review* terhadap perangkat PC atau *peripheral* lainnya,
- f. Melakukan fungsi *user administrator* pada aplikasi,
- g. Melakukan *review* keamanan terhadap perangkat PC atau *peripheral* lainnya, serta
- h. Membuat *capacity planning* terhadap keamanan perangkat lunak (*software*) dan perangkat keras (*hardware*) serta jaringan

PROFIL KEPALA DIVISI INFORMATION TECHNOLOGY

Divisi *Information Technology* dipimpin oleh Yohanes Robby Yuwono. Profil Kepala Divisi *Information Technology* tersebut telah dimuat pada pembahasan Profil Manajemen Eksekutif pada bab Profil Perusahaan dalam Laporan Tahunan ini.

- g. Create capacity planning for hardware and network.
- h. Help in network repair if needed.
- i. Carry out Continuous Monitoring of the existing Hardware and Network quality and costs incurred.
- j. Responsible for preparing BCP (*Business Continuity Plan*) for all existing networks.

OPERATIONS SECTOR

- a. Help supporting core data for MIS business needs,
- b. Monitor the capacity plan and performance of servers, routers, hardwares, and networks in the Data Center,
- c. Act as a contact for all problems related to hardware, software, and networks experienced by users,
- d. Provide post-implementation support,
- e. Responsible for the deployment of all kinds of hardware and software in the Data Center,
- f. Periodically supervise database back-up in the data center,
- g. Supervise access of entry and exit to and from the data center. And ensure that only authorized personnel can enter the Data Center,
- h. Assist as user requests related to core banking applications and perform core system tests,
- i. Perform manual intervention for the process of downloading and uploading data between systems which cannot be done automatically,
- j. Perform database administration functions on applications and user administrator system,
- k. Help solving problems with systems and applications in production, and
- l. As single contact first layer support.

SECURITY SECTOR

- a. Ensure that the data center complies with all applicable provisions related to IT security,
- b. Supervise access of data entry and exit. And ensure that only authorized personnel in the production applications,
- c. Monitor applications that are in accordance with IT standards,
- d. Provide input/suggestion to the Operations and Business team for data repairs,
- e. Review PC devices or other peripherals,
- f. Perform administrator user functions on the application,
- g. Perform security review on PC devices or other peripherals, as well as
- h. Create capacity planning for the security of software and hardware as well as networks.

PROFILE OF INFORMATION TECHNOLOGY DIVISION HEAD

The Information Technology Division is led by Yohanes Robby Yuwono. The profile of the Information Technology Division Head has been included in the Executive Management Profiles discussion in the Company Profile chapter of this Annual Report

Manajemen Teknologi Informasi

Information Technology Management

STRATEGI PENGEMBANGAN TEKNOLOGI INFORMASI TAHUN 2018

Seiring dengan pengembangan bisnis, Bank Victoria terus membangun sistem teknologi informasi yang terkini dan sejalan dengan bisnis Bank sehingga memberikan kemudahan akses, keamanan bertransaksi, membantu layanan *back office* dalam mendukung operasional bisnis Bank, serta dapat memberikan efisiensi biaya operasional dalam mendukung ekspansi bisnis Bank yang lebih agresif. Dalam mengupayakan hal tersebut, maka Divisi *Information Technology* melakukan pengembangan TI sebagai berikut.

1. Merenovasi *data center* (DC) dan *data recovery center* (DRC) yang akan digunakan sebagai *payment system* dan operasional Bank (*bank office*) di luar *system corebanking* yang nantinya dapat digunakan untuk memberikan layanan produk-produk *e-channel* (*digital banking, branchless banking, customer delivery system, serta payment system* yang terintegrasi dengan *core system*) yang lebih inovatif dari saat ini.
2. Melakukan pengembangan tambahan pada aplikasi pihak ketiga, seperti SWIFT dan Bloomberg, agar dapat menjalankan *interface* ke *corebanking system* yang tentunya disesuaikan dengan kebutuhan bisnis yang berjalan.
3. Melakukan *upgrading* sistem pada kartu ATM dari yang berbasis *magnetic* ke berbasis *chip* (EMV) guna meningkatkan *security awareness*. Terkait dengan *security awareness* ini, Bank telah melakukan sertifikasi pengujian infrastruktur, aplikasi dan jaringan baik internal dan eksternal dengan melakukan PENTEST, termasuk REMEDIASI secara regular.
4. Melakukan pengembangan *module loan* yang ada saat ini dengan kebutuhan perkembangan segmentasi *retail* yang lebih variatif, serta berencana mengimplementasikan *E-Account* dan *cash management* (termasuk *virtual account*), EDC *system* untuk mendukung layanan ATM dan aktivasi, serta *wealth management system* (WMS).
5. Membangun sistem *call center* yang berbasis kepada IVR (*interactive voice response*) yang langsung terkoneksi secara *host to host* sehingga memudahkan nasabah untuk melakukan penggantian PIN ATM, cek saldo, dan *inquiry* saldo, serta pengembangan personalisasi nasabah *private banking* sehingga memudahkan nasabah dalam meningkatkan keamanan kartu ATM dan bertransaksi.

Melalui pengembangan tersebut, maka di masa yang akan datang, seluruh laporan yang dibutuhkan oleh tiap Divisi dapat disediakan oleh Divisi *Information Technology*. Selain pengembangan *data warehouse*, Bank juga membangun dan merencanakan proses *Information Technology Strategic Plan* untuk jangka panjang yang berfokus pada:

1. Memperbaharui aplikasi dan infrastruktur Bank untuk mendukung kebutuhan bisnis;

INFORMATION TECHNOLOGY DEVELOPMENT STRATEGY IN 2018

In line with the business development, Bank Victoria continues to build the latest information technology systems that is aligned with the Bank's business so as to provide easy access, security of transactions, support the back-office services to aid the Bank's business operations, and provide operational cost efficiency in supporting more aggressive business expansion of the Bank. In pursuing this, the Information Technology Division is developing IT as follows.

1. Renovating data centers (DC) and data recovery centers (DRC) which will be used as payment systems and Bank operations (bank office) outside the corebanking system which can later be used to provide e-channel product services (digital banking, branchless banking, customer delivery system, as well as payment systems that are integrated with core systems) that are more innovative than the current system.
2. Developing additional third-party applications, such as SWIFT and Bloomberg, in order to be able to run interfaces to corebanking system, which is of course adapted to the current business needs.
3. Upgrading the system on ATM cards from magnetic-based to chip-based (EMV) to increase security awareness. Regarding this security awareness, the Bank has performed certification on the testing of infrastructure, applications, and networks both internally and externally by conducting PENTEST, including regular REMEDIATION.
4. Developing the existing loan modules with the need for more varied retail segmentation developments, and plans to implement E-Accounts and cash management (including virtual accounts), EDC systems to support ATM and activation services, and the wealth management system (WMS).
5. Building an IVR (interactive voice response)-based call center system that is directly connected in host-to-host basis, making it easier for customers to replace ATM PINs, balance checks, and balance inquiries, as well as development of private banking customers personalization to make it easier for customers to improve ATM card security and in doing transactions.

Through this development, in the future, all reports needed by each Division can be provided by the Information Technology Division. In addition to developing a data warehouse, the Bank also builds and plans for the long-term Information Technology Strategic Plan process that focuses on:

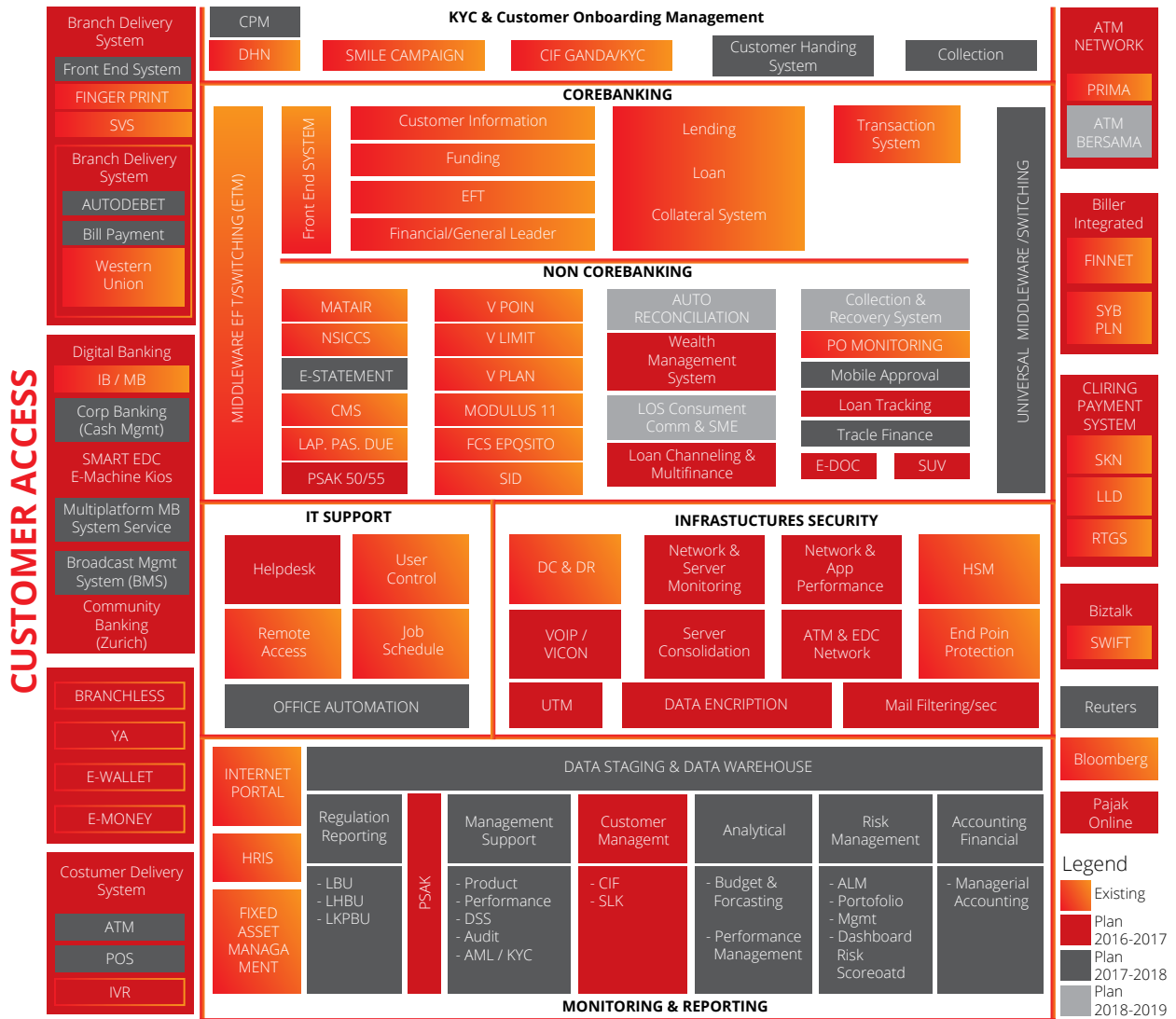
1. Updating Bank applications and infrastructure to support business needs;

2. Menjaga aplikasi dan infrastruktur sesuai bisnis Bank;
3. Meningkatkan manajemen proyek berdasarkan *system development live cycle* (SDLC);
4. Meningkatkan koordinasi dan komunikasi dalam pengembangan TI secara internal dan dengan *stakeholders* Bank.

Adapun *roadmap* pengembangan aplikasi dan infrastruktur pada tahun 2016-2019 ditunjukkan dalam skema berikut.

2. Maintaining applications and infrastructure in accordance with the Bank's business;
3. Improving project management based on the system development life cycle (SDLC);
4. Improving coordination and communication in developing IT internally and with Bank stakeholders.

The application and infrastructure development roadmap for 2016-2019 is shown in the following scheme.

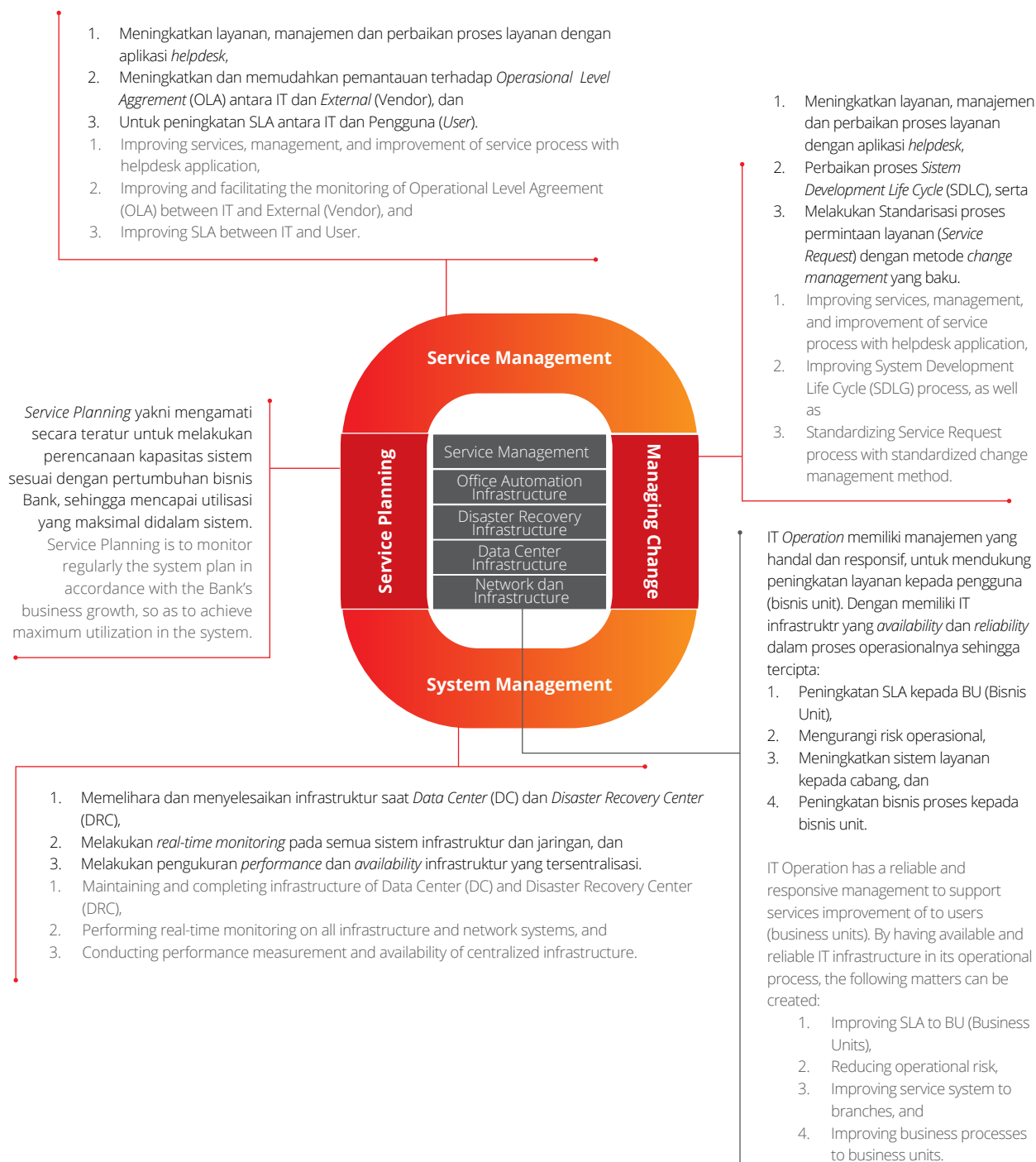


IT STRATEGY FRAMEWORK TAHUN 2018

Adapun penerapan IT *Strategy Framework* yang dilakukan oleh Bank Victoria selama tahun 2018, yakni sebagai berikut:

IT STRATEGY FRAMEWORK IN 2018

The implementation of IT *Strategy Framework* carried out by Bank Victoria during 2018 is as follows



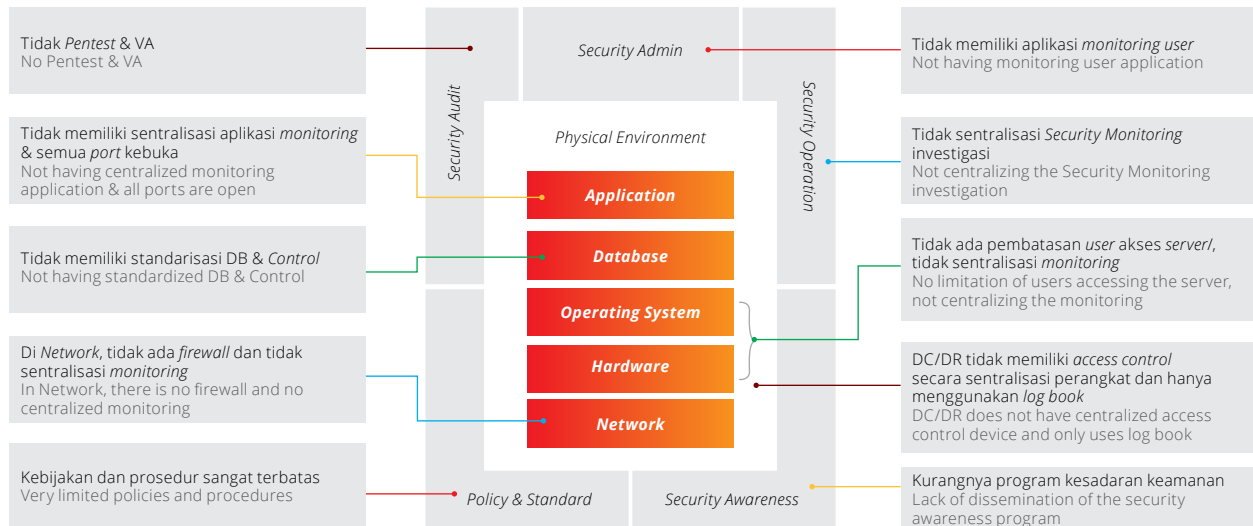
IT STRATEGY INITIATIVES TAHUN 2018

Penerapan *IT Strategy Initiatives* yang dilakukan oleh Bank Victoria selama tahun 2018, yakni sebagai berikut:

IT STRATEGY INITIATIVES IN 2018

The implementation of *IT Strategy Initiatives* performed by Bank Victoria throughout 2018 was as follows:

Current Security Management



PENGUNAAN DANA DALAM PENGEMBANGAN SISTEM TEKNOLOGI INFORMASI

Untuk melakukan pengembangan atas infrastruktur sistem TI, Bank Victoria melakukan pemeliharaan dan pemuktahiran aplikasi dan sistem untuk menopang infrastruktur teknologi dan sistem informasi yang lebih modern. Berikut rincian penggunaan dana modal dalam pengembangan infrastruktur sistem TI di tahun 2018.

USE OF FUNDS TO DEVELOP INFORMATION TECHNOLOGY SYSTEM

To develop IT system infrastructure, Bank Victoria maintains and upgrades its applications and systems to support more modern technology infrastructure and information system. Below are details of the use of capital funds in IT system infrastructure development in 2017.

Tabel Biaya Pengembangan Infrastruktur Sistem Teknologi Informasi
Table of Information Technology System Infrastructure Development Costs

Jenis Biaya Type of Costs	Kepada pihak terkait To related party	Kepada pihak tidak terkait To non-related party
1. Pembebanan ke laba/rugi Charge to profit/loss		
a. Biaya modal yang dapat dikapitalisasikan (<i>capital expenditure/Capex</i>) Capital Expenditure/Capex	-	597,151,172.97
b. Biaya operasional (<i>operational expenditure/Opex</i>) Operational Expenditure/Opex	-	12,900,396,843.40
2. Pembebanan ke neraca Charge to balance sheet	-	5,764,249,091.08

IT GOVERNANCE

Dasar penerapan TI Bank Victoria mengacu kepada Peraturan Otoritas Jasa Keuangan No. 38/POJK.03/2016 tentang Penerapan Manajemen Risiko dalam Teknologi Informasi oleh Bank Umum. Peraturan tersebut memuat beberapa aturan terkait penerapan TI pada Bank yang diuraikan sebagai berikut.

1. Bank wajib memiliki Komite Pengarah Teknologi Informasi (*Information Technology Steering Committee*);
2. Komite Pengarah Teknologi Informasi bertanggung jawab memberikan rekomendasi kepada Direksi, paling sedikit terkait dengan:
 - a. Rencana strategis TI yang sejalan dengan rencana strategis kegiatan usaha Bank;
 - b. Perumusan kebijakan, standar, dan prosedur TI yang utama;
 - c. Kesesuaian antara proyek TI yang disetujui dengan rencana strategis TI;
 - d. Kesesuaian antara pelaksanaan proyek TI dengan rencana proyek yang disepakati (project charter);
 - e. Kesesuaian antara TI dengan kebutuhan sistem informasi manajemen, serta kebutuhan kegiatan usaha Bank;
 - f. Efektivitas langkah-langkah dalam meminimalkan risiko atas investasi Bank pada sektor TI agar investasi Bank pada sektor TI memberikan kontribusi terhadap pencapaian tujuan bisnis Bank;
 - g. Pemantauan atas kinerja TI dan upaya peningkatan kinerja TI;
 - h. Upaya penyelesaian berbagai masalah terkait TI yang tidak dapat diselesaikan oleh satuan kerja pengguna dan penyelenggara TI secara efektif, efisien, dan tepat waktu; serta
 - i. Kecukupan dan alokasi sumber daya yang dimiliki Bank.
3. Bank wajib memiliki kebijakan, standar, dan prosedur penggunaan TI dan wajib menerapkan kebijakan, standar, dan prosedur penggunaan TI secara konsisten dan berkesinambungan;
4. Kebijakan, standar, dan prosedur penggunaan TI paling sedikit meliputi aspek:
 - a. Manajemen;
 - b. Pengembangan dan pengadaan;
 - c. Operasional TI;
 - d. Jaringan komunikasi;
 - e. Pengamanan informasi;
 - f. Rencana pemulihan bencana;
 - g. Layanan perbankan elektronik;
 - h. Penggunaan pihak penyedia jasa TI; serta
 - i. Penyediaan jasa TI oleh Bank.

IT GOVERNANCE

The basis of Bank Victoria's IT implementation refers to the Financial Services Authority Regulation No. 38/POJK.03/2016 on Implementation of Risk Management in Information Technology for Commercial Banks. The regulation contains several rules relating to IT application to the Bank as described below.

1. The Bank is required to have an Information Technology Steering Committee;
2. The Information Technology Steering Committee is responsible for providing recommendations to the Board of Directors, at least related to:
 - a. IT strategic plan in line with the strategic plan of the Bank's business;
 - b. Formulation of key IT policies, standards, and procedures;
 - c. Conformity between the approved IT projects and IT strategic plans;
 - d. Conformity between the implementation of IT projects and agreed project plans (project charter);
 - e. Conformity of IT between the needs of management information systems and the needs of the Bank's business activities;
 - f. The effectiveness of measures taken to minimize risks on the Bank's investment in IT sector so that the Bank's investment in IT sector contributes to the achievement of the Bank's business objectives;
 - g. Monitoring of IT performance and efforts to improve IT performance;
 - h. Efforts to resolve various IT-related problems that cannot be resolved by IT users and providers work units effectively, efficiently, and on time; and
 - i. Adequacy and allocation of resources owned by the Bank.
3. The Bank is required to have policies, standards, and procedures for the use of IT and must implement policies, standards, and procedures for using IT consistently and continuously;
4. Policies, standards, and procedures for using IT at least contain the following aspects:
 - a. Management;
 - b. Development and procurement;
 - c. IT Operations;
 - d. Communication network;
 - e. Information safeguard;
 - f. Disaster recovery plan;
 - g. Electronic banking services;
 - h. Use of IT services provider; and
 - i. Provision of IT services by the Bank.

Regulatory Update

- POJK No. 18/POJK.03/2016 - Risk Mgt.
- POJK No. 06/SEOJK.03/2016 - Multi License
- POJK No. 38/POJK.03/2016 - MRTI
- POJK No. 12/POJK.03.2018 - LPD
- POJK No. 13/POJK.02/2018 - IKD
- SEOJK No. 98/PB.01/2016 - Digital Branch

Implication

Strengths IT Risk Management Framework

Strengths IT Risk Operation Management

Strengths IT Infrastructure & Security

Implementing IT Development best practice (Agile Framework)

Rencana Pengembangan Teknologi Informasi Tahun 2019

Information Technology Development Plan in 2019

Pada dasarnya seluruh Pengurus Bank (Direksi dan Dewan Komisaris) sangat *concern* terhadap pengembangan fungsi sistem informasi Manajemen (*Management Information System/ MIS*) sebagai landasan dasar dalam setiap pengambilan keputusan strategis Bank kedepan. Secara umum fungsi MIS ini dapat dibedakan menjadi dua bagian yaitu:

1. MIS untuk keperluan pemenuhan regulasi perbankan, dan
2. Untuk keperluan internal terkait sistem informasi manajemen.

Baik Direksi dan Dewan Komisaris sepakat untuk membudayakan manajemen informasi sistem sebagai salah satu faktor acuan dalam setiap pengambilan keputusan. Oleh karenanya kualitas dan keakuratan informasi laporan keuangan memiliki peran yang amat krusial baik untuk konsumsi pihak intern maupun pihak eksternal.

Untuk mengakomodasi hal tersebut, maka kedepannya Divisi IT bersama Divisi yang terkait akan mengembangkan *data warehouse* yang nantinya dapat sebagai "*Single View Data of the Business Analytic*". Pengembangan *data warehouse* ini diperuntukan untuk sebagai:

1. Menyediakan sumber data yang tunggal dan terintegrasi (*provide single data and integrated repository*)
2. Dapat dengan mudah dan cepat dalam memberikan data untuk pengambilan keputusan.
3. Untuk dapat lebih mudah dan fokus terhadap pemecahan masalah, sebagai berikut:
 - Data Konsolidasi
 - *Risk and Compliance* serta *financial management*
 - *Customer insight & marketing effectiveness*

Basically, all Bank Managers (Board of Directors and Board of Commissioners) are very concerned about the development of the Management Information System (MIS) function as the basic foundation in any future strategic decision making of the Bank. In general, this MIS function can be divided into two parts, which are:

1. MIS for the purposes of compliance with banking regulations, and
2. For internal purposes related to management information systems.

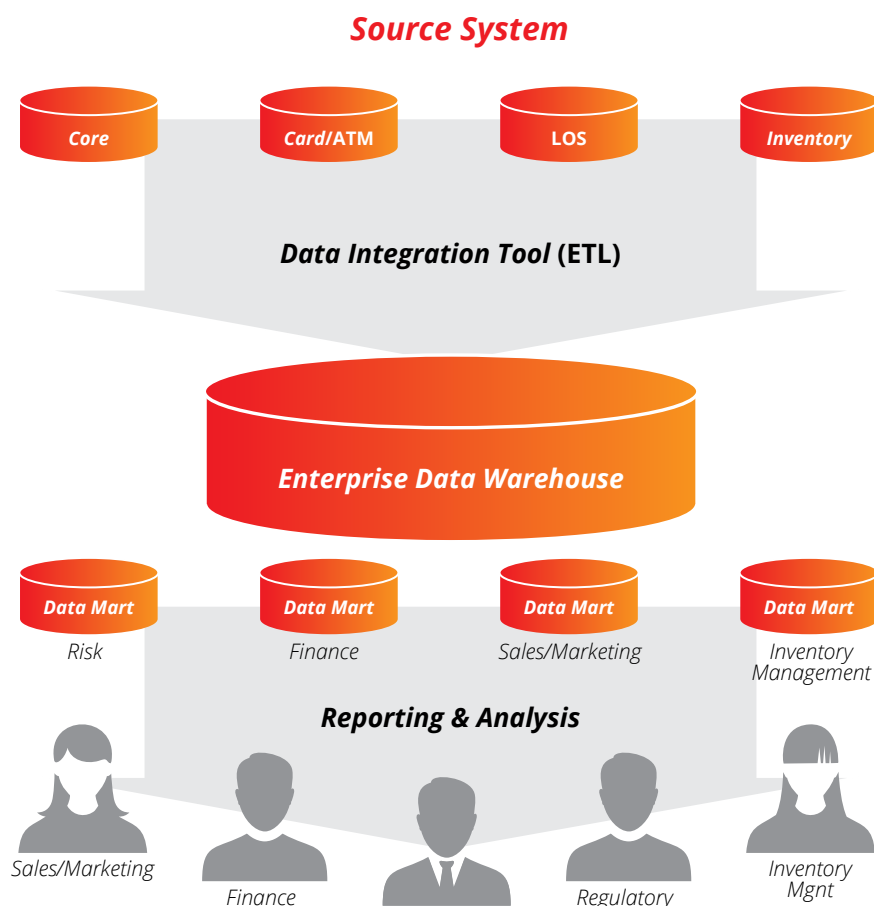
Both the Board of Directors and the Board of Commissioners agreed to cultivate the system information management as one of the reference factors in every decision making. Therefore, the quality and accuracy of financial statements information have a very crucial role for both internal and external parties' consumption.

To accommodate this matter, in the future the IT Division together with the relevant Division will develop a data warehouse which will later become the "*Single View Data of the Business Analytic*". The development of this data warehouse is intended to:

1. Provide single data & integrated repository.
2. Provide data easily and quickly for decision making.
3. Make problem solving easier and more focused, as follows:
 - Consolidation Data
 - Risk and Compliance as well as financial management
 - Customer insight & marketing effectiveness

Adapun Konsep *Data warehouse* diuraikan sebagai berikut.

The Data warehouse concept is explained as follows.



Dalam hal pengembangan *Data Warehouse* bank, Bank Victoria menerapkan *Data integration Tools* dengan menggunakan metode ETL (*Extract Transform Loading*) sehingga proses dari beberapa sumber *database* yang berbeda dapat disatukan menjadi satu *standard database* oleh *Enterprise Datawarehouse*, yang dapat digunakan untuk kebutuhan *Data Mart* data masing-masing bagian. Pada *Data Mart* dapat digunakan oleh setiap bagian untuk menghasilkan ataupun melaporkan dalam bentuk *report*.

In terms of developing a bank's Data Warehouse, Bank Victoria applies Data Integration Tools by using the ETL (Extract Transform Loading) method so that processes from several different database sources can be integrated into one standard database by the Enterprise Datawarehouse, which can be used for Data Mart needs of each department. Data Mart can be used by each Department to produce report.

Dengan adanya pengembangan tersebut, maka kedepannya seluruh *report* yang dibutuhkan oleh Divisi dapat disediakan oleh Divisi TI. Selain hal tersebut Bank juga akan membangun dan merencanakan proses *IT Strategis Plan* untuk jangka pendek yang berfokus pada :

With such development, all future reports needed by the Division can be provided by the IT Division. In addition to this, the Bank will also build and plan a short-term IT Strategic Plan that focuses on:

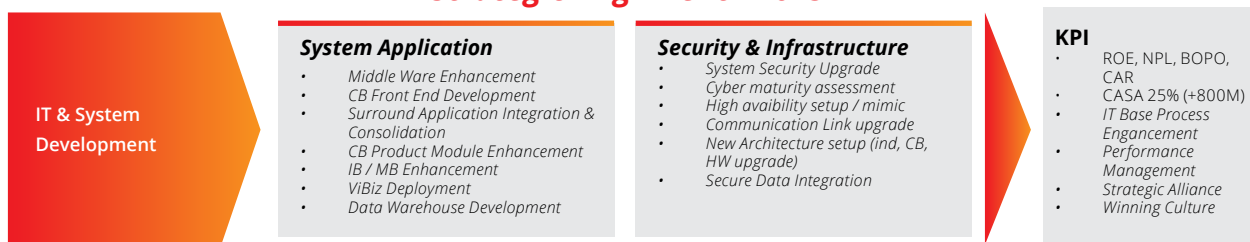
- Aplikasi PSAK 71
- AS400 iPower and Server Consolidation
- Smart Security

- Application of PSAK 71
- AS400 iPower & Server Consolidation
- Smart Security

- Document Management
- Mirror Hot Backup Data Center to Disaster Recovery
- Middleware Switching
- Aplikasi Wealth Management
- Channeling System
- Document Management
- Aplikasi Pajak Online
- Corporate Internet Banking (IBB)
- Broadcast Management System
- Aplikasi SLIK dan LOS
- MIS dan Datawarehouse
- Anti Money Laundry (AML System)
- Serta pengembangan aplikasi *Inhouse* untuk mensupport bisnis dan Operasional.

- Document Management
- Mirror Hot Backup Data Center to Disaster Recovery
- Middleware Switching
- Wealth Management Application
- Channeling System
- Document Management
- Online Tax Application
- Corporate Internet Banking (IBB)
- Broadcast Management System
- SLIK and LOS Applications
- MIS and Data warehouse
- Anti-Money Laundry (AML System)
- And the development of in-house application to support business and operations.

Strategic Alignment - 2019



Pengembangan terkait dengan IT *Development* yakni pengadaan *Middleware* yang lebih komprehensif sehingga dapat mengikuti perkembangan teknologi yang berubah secara cepat, kemudian untuk aplikasi *Front end* sendiri terjadi pengembangan sehingga *user* lebih mudah dalam pengisian data dan lebih *intuitive* ke dalam sistem. Tentu dengan perkembangan teknologi digital yang semakin cepat maka perlu diimbangi dengan adanya *security role* yang harus diimplementasikan di bank salah satunya adalah dengan meningkatkan *Pentester* dan *hardening system* seperti contoh: penggunaan SSL (*Secure Sockets Layer*) dan *Certificate Layer* yang lebih *update* untuk data yang bersifat *publish* atau *public*.

The development related to IT Development is the procurement of a more comprehensive *Middleware* so that it can keep abreast of the rapidly changing technology. The Front-end application is then developed so that it would be easier for users to load data and becomes more intuitive into the system. Of course with the development of digital technology that is getting faster, it needs to be balanced with the existence of security roles that shall be implemented in the Bank, one of which is to improve *Pentester* and *hardening systems* such as the use of SSL (*Secure Sockets Layer*) and *Certificate Layer* which are more updated for published or public data.

AS/400 iPower & Server Consolidation AS/400 iPower & Server Consolidation	Core AS/400, Domain Controller, Mail Server, DHCP Server, File Sharing server, Otomation Apps Core AS/400, Domain Controller, Mail Server, DHCP Server, File Sharing server, Automation Apps
Smart Security Smart Security	Fortimail & Fortisandbox untuk email, data protection & Security New DC BIP & DR SBY Fortimail & Fortisandbox for email, data protection & Security New DC BIP & DR SBY
Renewal Firewall Corporate Digital Banking (IB/MB) & e-money Renewal Firewall for Corporate Digital Banking (IB/MB) & e-money	Renewal Fortigate & Fortiweb untuk corporate IB/MB bank (10) Renewal Fortigate & Fortiweb for corporate IB/MB bank (10)
Mirror Hot Backup DC to DR Mirror Hot Backup DC to DR	Sudah Termasuk Pembelian License Mimix & Upgrade DC, CR Sigma Already Including Purchase of License of Mimix & Upgrade DC, CR Sigma
Penambahan baru 200 lisensi Kaspersky antivirus (untuk KPO + Cabang) Adding 200 new license of Kaspersky anti-virus (for KPO + Branch)	Pembelian baru 140 lisensi Kaspersky untuk KPO dan cabang Purchase of 140 new license of Kaspersky for KPO and Branch
Renewal License Splunk Enterprise 12GB/Day & Support Renewal License of Splunk Enterprise 12GB/Day & Support	Penambahan lisensi Splunk untuk monitoring server baru seperti IB/MB corporate & server consolidation Adding license of Splunk for monitoring new server such as IB/MB corporate & server consolidation
Middleware & Switching Middleware & Switching	Product delivery channel, easy integration API, satelite app dan new core Product delivery channel, easy integration API, satellite app, and new core

Pengembangan *Front ends Apps*
Development of Front ends Apps

Pengembangan Aplikasi *Front End User Payment System (Bill Payment, Autodebit & External Payment)* digitalisasi penginputan kyc nasabah, *Retail Nasabah IB/MB*
Development of Front-End User Payment System application (Bill Payment, Autodebit, & External Payment) digitalization to input customers' KYC, Retail Customers of IB/MB

New PSAK 71 & Consultant
New PSAK 71 & Consultant

Regulator Role dan IAS
Regulator Role and IAS

Document Management (e-Doc)
Document Management (e-Doc)

E-filling dokumen dan *paperless* untuk operasional
E-filling document and paperless for operations

Channelling System
Channeling System

Aplikasi *Multifainance* dan *Interface* ke *Core banking*
Application for Multifinance and Interface to Core banking

Pengembangan Aplikasi Pajak Online
Loan Origination System (LOS)

Pembayaran pajak *online* (bank persepsi)
Online tax payment (perception bank)

Loan Origination System (LOS)
Loan Origination System (LOS)

Sistem kredit secara terpadu (*end to end*)
Integrated credit system (end to end)

Upgrade Victoria Sekuritas (Fase 2)
Upgrade of Victoria Sekuritas (Phase 2)

Tambah fitur integrasi S21 dan *pledge/unpledge* di IB/MB
Adding integration feature of S21 and pledge/unpledge in IB/MB

Call Center Group
Call Center Group

Call Center BVIC dengan grup anak Perusahaan
Call Center of BVIC and the Company's Subsidiary

SMS Gateway
SMS Gateway

Untuk pengembangan *channel* dan SMS Gateway OTP
For channel development and SMS Gateway of OTP

Laporan Regulator Single Platform
Regulator Single Platform Report

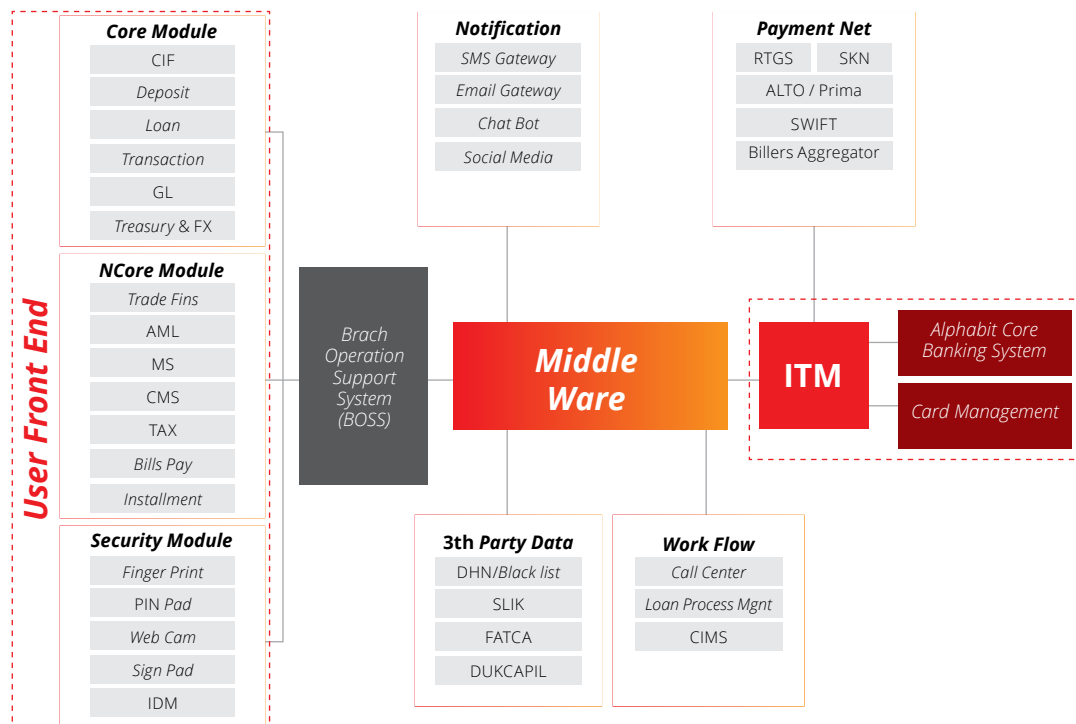
Pengembangan API Apps BI-OJK APOLO & Antasena
Development of API Apps of BI-OJK APOLO & Antasena

Pembukaan Kantor Cabang Luar Kota (4)
Opening of Out-of-Town Branch Offices (4)

UPS, *Hardware* Infrastruktur
UPS, Infrastructure Hardware

Pengembangan arsitektur Teknologi Informasi yang menjadi penggerak Divisi TI untuk ke depannya diuraikan sebagai berikut:

The development of Information Technology architecture which is the driving force for the IT Division in the future is described as follows:



TATA KELOLA PERUSAHAAN

Good Corporate Governance





Corporate Governance Framework

Corporate Governance Framework

Implementasi GCG bersifat menyeluruh dan mencakup seluruh aspek pengelolaan usaha Bank. Terkait hal tersebut, Bank menyusun *Corporate Governance Framework* agar implementasi GCG berjalan efektif. *Corporate Governance Framework* Bank Victoria ditunjukkan dalam skema berikut:

GCG Implementation is comprehensive in nature and covers all aspects of the Bank's business management. In relation thereto, the Bank prepares Corporate Governance Framework for effective GCG implementation. The Corporate Governance Framework of Bank Victoria is shown in the following scheme;



Dasar Penerapan Good Corporate Governance

The Basis of Good Corporate Governance Implementation

Implementasi Tata Kelola Perusahaan yang baik (*Good Corporate Governance/GCG*) di Bank Victoria didasari pada komitmen Bank untuk menjalankan usaha yang sehat, pada koridor yang tepat, dan sesuai dengan regulasi. Komitmen tersebut timbul dari kesadaran Bank sebagai *Good Corporate Citizen* dan sebagai perpanjangan tangan dari pemerintah yang berperan dalam memediasi keuangan masyarakat.

The implementation of Good Corporate Governance (GCG) at Bank Victoria is based on the Bank's commitment to run a sound business, on the right track, and in accordance with the regulations. The commitment arises from the Bank's awareness as Good Corporate Citizen and as a support to government's role in mediating public finances.

Mengingat pentingnya peran Bank dalam keikutsertaan menjaga stabilitas keuangan di tanah air, maka Bank Victoria menerapkan setiap peraturan secara tepat dan ketat. Terkait dengan implementasi GCG, Bank Victoria menetapkan peraturan dan ketentuan yang diterbitkan oleh pemerintah dan Otoritas Jasa Keuangan, yang diantaranya meliputi:

1. Undang-Undang Republik Indonesia No. 10 Tahun 1998 tentang Perbankan;

Given the importance of the Bank's role in its participation in maintaining financial stability in the country, Bank Victoria applies every regulation appropriately and strictly. In relation to GCG implementation, Bank Victoria specified the rules and regulations issued by the government and the Financial Services Authority, which include:

1. Law of the Republic of Indonesia No. 10 of 1998 on Banking;

2. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Otoritas Jasa Keuangan No. 17/POJK.03/2014 tentang Penerapan Manajemen Risiko Terintegrasi bagi Konglomerasi Keuangan;
4. Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2014 tentang Penerapan Tata Kelola Terintegrasi bagi Konglomerasi Keuangan;
5. Peraturan Otoritas Jasa Keuangan No. 8/POJK.04/2015 tentang Situs *Web* Emiten atau Perusahaan Publik;
6. Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
7. Peraturan Otoritas Jasa Keuangan No. 31/POJK.04/2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik;
8. Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum;
9. Peraturan Otoritas Jasa Keuangan No. 38 /POJK.03/2016 tentang Penerapan Manajemen Risiko Dalam Penggunaan Teknologi Informasi Oleh Bank Umum.
10. Surat Edaran Otoritas Jasa Keuangan No. 21/SEOJK.03/2017 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Bank Umum.
11. Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik;
12. Peraturan Otoritas Jasa Keuangan No. 32/POJK.03/2016 tentang Transparansi dan Publikasi Laporan Bank;
13. Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum;
14. Peraturan Otoritas Jasa Keuangan No. 4/POJK.03/2016 tentang Penilaian Tingkat Kesehatan Bank Umum;
15. Peraturan Otoritas Jasa Keuangan No. 46/POJK.03/2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum; serta
16. Peraturan turunannya.

Bank Victoria juga mengimplementasikan peraturan GCG yang diinisiasi oleh lembaga-lembaga independen, diantaranya:

1. Prinsip-prinsip *Corporate Governance* yang dikembangkan oleh Organization for Economic Cooperation and Development (OECD);
2. *ASEAN Corporate Governance Scorecard*;
3. Pedoman GCG Indonesia yang dikembangkan oleh Komite Nasional Kebijakan Governance (KNKG);
4. Pedoman GCG Perbankan Indonesia yang dikembangkan oleh Komite Nasional Kebijakan Governance (KNKG);
5. *Principles for Enhancing Corporate Governance* yang diterbitkan oleh Basel Committee on Banking Supervision.

Berdasarkan peraturan-peraturan tersebut, pelaksanaan kegiatan usaha Bank selalu didasari pertimbangan terhadap pemenuhan prinsip-prinsip GCG yang diuraikan sebagai berikut:

2. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Company;
3. Financial Services Authority Regulation No. 17/POJK.03/2014 on Implementation of Integrated Risk Management for Financial Conglomeration;
4. Financial Services Authority Regulation No. 18/POJK.03/2014 on Implementation of Integrated Governance for Financial Conglomeration;
5. Financial Services Authority Regulation No. 8/POJK.04/2015 on Website of Issuers or Public Companies;
6. Financial Services Authority Regulation No. 21/POJK.04/2015 on Implementation of Governance Guidelines of Public Company;
7. Financial Services Authority Regulation No. 31/POJK.04/2015 on Disclosure of Information or Material Fact by Issuers or Public Companies;
8. Financial Services Authority Regulation No. 18/POJK.03/2016 on Implementation of Risk Management for Commercial Bank;
9. Financial Services Authority Regulation No. 38/POJK.03/2016 on the Implementation of Risk Management in the Utilization of Information Technology by Commercial Banks
10. Financial Services Authority Circular Letter No. 21/SEOJK.03/2017 on the Implementation of Risk Management in the Utilization of Information Technology by Commercial Banks.
11. Financial Services Authority Regulation No. 29/POJK.04/2016 on Annual Report of Issuers or Public Companies;
12. Financial Services Authority Regulation No. 32/POJK.03/2016 on Transparency and Publication of Bank Reports;
13. Financial Services Authority Regulation No. 55/POJK.03/2016 on Implementation of Governance for Commercial Bank;
14. Financial Services Authority Regulation No. 4/POJK.03/2016 on Sound Level Assessment of Commercial Bank;
15. Financial Services Authority Regulation No. 46/POJK.03/2017 on Implementation of Compliance Function of Commercial Bank; and
16. The derivative regulations.

Bank Victoria also implements GCG regulations initiated by independent institutions, including:

1. Principles of Corporate Governance developed by the Organization for Economic Cooperation and Development (OECD);
2. ASEAN Corporate Governance Scorecard;
3. Guidelines of GCG Indonesia developed by National Committee of Governance Policies (KNKG);
4. Guidelines of GCG Banking Indonesia developed by National Committee of Governance Policies (KNKG);
5. Principles for Enhancing Corporate Governance issued by Basel Committee on Banking Supervision.

In accordance with these regulations, the implementation of the Bank's business activities must be rooted on the consideration of the fulfillment of GCG principles as described below:

Prinsip GCG GCG Principles	Pengertian Explanation	Standar Pemenuhan Standard of Fulfillment
Transparansi Transparency	Terbuka dalam mengemukakan informasi yang material dan relevan, serta terbuka dalam pelaksanaan proses pengambilan keputusan. Openness in disclosing material and relevant information, and openness in implementing decision making process.	Bank harus memberikan informasi secara tepat waktu, memadai, jelas, akurat, dan dapat dibandingkan. Informasi tersebut juga harus mudah diakses pemangku kepentingan sesuai dengan haknya. Bank must provide information in a timely, adequately, clearly, accurately, and comparably manner. Such information must also be easily accessible to the stakeholders in accordance with their rights.
Akuntabilitas Accountability	Kejelasan fungsi dan pelaksanaan pertanggungjawaban organ Bank sehingga pengelolaan Bank berjalan secara efektif. Clarity of functions and implementation of the accountability of the Bank's organs so that the Bank's management runs effectively.	Bank harus menetapkan fungsi tugas dan tanggung jawab yang jelas dari setiap komponen organisasi, selaras dengan visi dan misi, sasaran usaha, serta strategi Bank. Setiap komponen organisasi mempunyai kompetensi sesuai dengan tugas dan tanggung jawab masing-masing, serta harus dapat memahami perannya dalam pelaksanaan GCG. Bank juga harus memastikan adanya <i>check and balance</i> dalam pengelolaan Bank, dimilikinya ukuran kinerja dari setiap jajaran berdasarkan ukuran yang disepakati secara konsisten, sesuai dengan nilai-nilai Bank, sasaran usaha, strategi Bank, serta dimilikinya sistem <i>reward and punishment</i>. Bank must establish a clear function of duties and responsibilities of each organizational component, consistent with the Bank's vision and mission, business objectives, and strategies. Each organizational component has the competence in accordance with their respective duties and responsibilities, and must be able to understand its role in GCG implementation. The Bank must also ensure the check and balance in the Bank's management, the consistent performance measure of each rank based on the agreed measures, in accordance with the Bank's values, business goals, the Bank's strategies, and reward and punishment system.
Pertanggung jawaban Responsibility	Kesesuaian pengelolaan Bank dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip pengelolaan bank yang sehat. The compliance of the Bank's management with the prevailing laws and regulations and sound principles of bank management.	Bank harus memegang prinsip <i>prudential banking practices</i>. Prinsip tersebut dijalankan sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku agar tetap terjaga kelangsungan usaha Bank. Bank juga harus mampu bertindak sebagai <i>Good Corporate Citizen</i>. Banks must hold the principles of prudential banking practices. These principles are executed in accordance with the prevailing provisions and laws and regulations in order to maintain the Bank's business continuity. The Bank must also be able to act as a Good Corporate Citizen.
Independensi Independence	Pengelolaan Bank secara profesional, tanpa pengaruh/tekanan dari pihak manapun. Managing the Bank professionally without any influence/pressure from any parties.	Bank harus dikelola secara profesional dan tanpa dominasi yang tidak wajar oleh pemangku kepentingan. Pengelola Bank tidak boleh terpengaruh oleh kepentingan sepihak dan harus menghindari segala bentuk benturan kepentingan. Bank must be managed professionally and without unfair domination by the stakeholders. The Bank managers must not be affected by unilateral interest and must avoid any kinds of conflict of interest.
Kewajaran Fairness	Keadilan dan kesetaraan dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. Justice and equality in fulfilling the stakeholders' rights arising based on agreement and the applicable laws and regulations.	Bank harus memperhatikan kepentingan seluruh pemangku kepentingan berdasarkan asas kesetaraan dan kewajaran (<i>equal treatment</i>). Bank juga perlu memberikan kesempatan kepada pemangku kepentingan untuk memberikan masukan bagi kepentingan Bank, serta memiliki akses terhadap informasi, sesuai dengan prinsip keterbukaan. Bank must pay attention to the interests of all stakeholders based on the principle of equality and equal treatment. Bank also needs to provide opportunities to the stakeholders to give inputs for the Bank's interests, and to have access to information, in accordance with the principle of openness.

STRUKTUR ORGAN PERUSAHAAN

Implementasi GCG di Bank Victoria tidak lepas dari peran organ-organ Tata Kelola Perusahaan yang menggerakkan, memotivasi dan menjadi panutan bagi seluruh insan Bank dalam menerapkan GCG. Berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, organ utama Tata Kelola Perusahaan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. RUPS berperan dalam mengambil keputusan terkait hal-hal yang utama dan penting, khususnya terkait permodalan Bank. Sedangkan, Dewan Komisaris dan Direksi berperan dalam kepemimpinan Bank, sesuai dengan sistem dua badan (*two tier system*) yang diterapkan Bank.

COMPANY ORGAN STRUCTURE

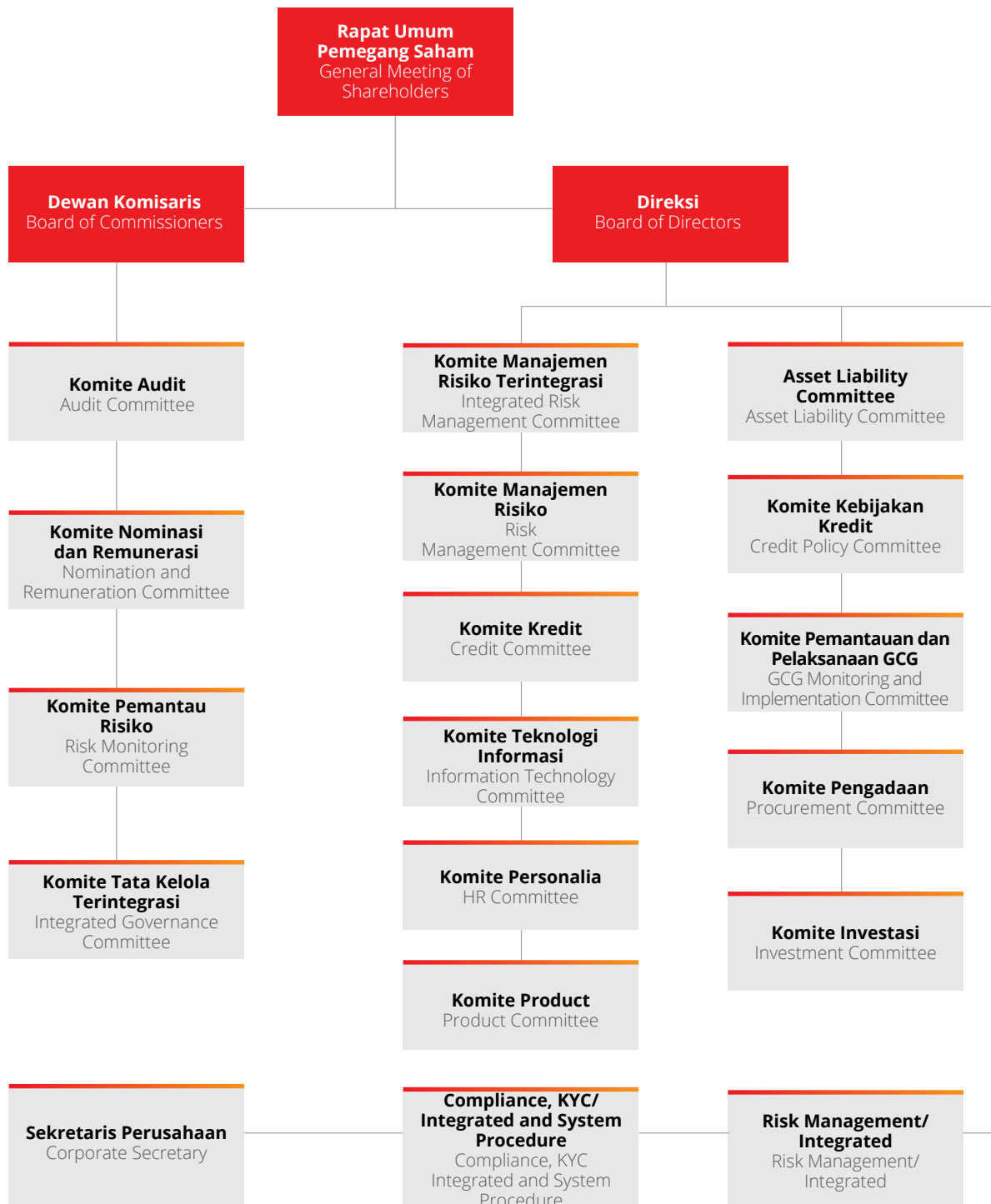
GCG Implementation at Bank Victoria cannot be separated from the role of corporate governance organs that drive, motivate, and become role models for all of the Bank's personnel in implementing GCG. Based on Law No. 40 of 2007 on Limited Liability Company, the main organs of corporate governance are General Meeting of Shareholders (GMS), Board of Commissioners, and Directors. The GMS is in charge of making decisions regarding key and important matters, particularly with regard to the Bank's capital. Meanwhile, the Board of Commissioners and Directors are in charge of the Bank's management, in accordance with the two-tier system implemented by Banks.

Dalam melaksanakan kepengurusan Bank, Dewan Komisaris dan Direksi memiliki fungsi yang berbeda, sehingga pelaksanaannya dilakukan secara independen, tanpa intervensi oleh masing-masing pihak. Pelaksanaan fungsi tersebut didukung oleh organ pendukung masing-masing yang dibentuk sesuai dengan kebutuhan Dewan Komisaris dan Direksi, serta kompleksitas usaha Bank.

Adapun struktur tata kelola Bank Victoria ditunjukkan sebagai berikut:

In implementing the Bank's management, the Board of Commissioners and Directors have different functions, so that the implementation is carried out independently, without any intervention by either party. The implementation of these functions is supported by each supporting organ established in accordance with the needs of the Board of Commissioners and Directors, as well as the Bank's business complexity.

Bank Victoria's governance structure is shown as follows.



GOVERNANCE SOFT STRUCTURE

Masing-masing organ pada struktur tata kelola menjalankan peran sesuai dengan pedoman yang dimiliki Bank Victoria. Pedoman tersebut antara lain:

1. Pedoman Kode Etik Perilaku Karyawan yang ditetapkan berdasarkan Surat Keputusan Direksi No. 002/SK-DIR/02/16 tanggal 15 Februari 2016;
2. Standar Operasional Prosedur Anti *Fraud* yang ditetapkan dalam Surat Keputusan Direksi No. 006/SK-DIR/11/16 tanggal 28 November 2016;
3. Kebijakan *Good Corporate Governance* (GCG) yang telah disahkan melalui Keputusan Direksi No. 009/SK-DIR/02/16 tanggal 24 Februari 2016;
4. *Board of Commissioners Charter* (BOC Charter) yang telah disahkan melalui Surat Keputusan Dewan Komisaris No. 002/SK-KOM/09/18 tanggal 20 September 2018;
5. *Board of Directors Charters* (BOD Charter) yang telah disahkan melalui Surat Keputusan Direksi No. 007/SK-DIR/02/16 tanggal 24 Februari 2016;
6. Piagam dan Pedoman Kerja Komite Audit yang telah disahkan melalui Surat Keputusan Dewan Komisaris No. 004/SK-KOM/09/18 tanggal 21 September 2018;
7. Pedoman Komite Nominasi dan Remunerasi yang telah disahkan melalui Surat Keputusan Dewan Komisaris No. 003/SK-KOM/09/18 tanggal 20 September 2018;
8. Piagam dan Pedoman Kerja Komite Pemantau Risiko yang telah disahkan melalui Surat Keputusan Dewan Komisaris No. 001/SK-KOM/12/17 tanggal 8 Desember 2017;
9. Pedoman dan Tata Tertib Komite Manajemen Risiko Terintegrasi Grup Victoria yang ditetapkan berdasarkan Surat Keputusan Direksi No. 004/SK-DIR/09/15 tanggal 4 September 2015;
10. Pedoman dan Tata Tertib Komite Tata Kelola Terintegrasi Grup Victoria yang ditetapkan berdasarkan Surat Keputusan Direksi No. 006/SK-DIR/06/17 tanggal 20 Juni 2017;
11. Kebijakan dan Standar Operasional Prosedur (SOP).

Pedoman-pedoman tersebut ditujukan untuk:

1. Melengkapi kebijakan pendukung dalam penerapan GCG;
2. Menjadi pedoman bagi Bank dalam menjalankan aktivitas sehari-hari sesuai dengan budaya (*corporate culture*) yang diharapkan;
3. Menjadi bentuk komitmen tertulis bagi seluruh jajaran dan tingkatan organisasi Bank dalam rangka meningkatkan disiplin dan tanggung jawab organ perusahaan dalam rangka menjaga kepentingan pemangku kepentingan sesuai dengan tanggung jawab masing-masing.

Pedoman-pedoman tersebut telah dievaluasi dan telah dimutakhirkan secara berkala untuk menjaga kesesuaiannya dengan perubahan peraturan dan perundang-undangan yang berlaku.

GOVERNANCE SOFT STRUCTURE

Each organ on the governance structure performs its roles in accordance with Bank Victoria's guidelines. The guidelines are, among others:

1. Employee Ethics Guidelines stipulated in the Directors' Decree No. 002/SK-DIR/02/16 dated 15 February 2016;
2. Standard Operational Procedure of Anti Fraud stipulated in Directors' Decree No. 006/SK-DIR/11/16 dated 28 November 2016;
3. Good Corporate Governance (GCG) Policy ratified through Directors' Decree No. 009/SK-DIR/02/16 dated 24 February 2016;
4. the Board of Commissioners Charter (BOC Charter) ratified by Decree of Board of Commissioners No. 002/SK-KOM/09/18 dated 20 September 2018;
5. Board of Directors Charter (BOD Charter) ratified by the Directors' Decree No. 007/SK-DIR/02/16 dated 24 February 2016;
6. Charter and Working Guidelines of Audit Committee approved by Decree of Board of Commissioner No. 004/SK-KOM/09/18 dated 21 September 2018;
7. Guidelines of Nomination and Remuneration Committee ratified by Decree of Board of Commissioners No. 003/SK-KOM/09/18 dated 20 September 2018;
8. Charter and Working Guidelines of Risk Monitoring Committee ratified by Decree of Board of Commissioners No. 001/SK-KOM/12/17 dated 8 December 2017;
9. Guidelines and Procedures of Victoria Group Integrated Risk Management Committee stipulated under Directors' Decree No. 004/SK-DIR/09/15 dated 4 September 2015;
10. Guidelines and Procedures of Victoria Group Integrated Governance Committee stipulated under Directors' Decree No. 006/SK-DIR/06/17 dated 20 June 2017;
11. Policy and Standard Operating Procedure (SOP).

The guidelines are for:

1. Completing supporting policies in GCG implementation;
2. Being the guide for the Bank in carrying out its daily activities in accordance with the expected corporate culture;
3. Becoming a form of written commitment to all ranks and levels of the Bank's organization in order to improve discipline and responsibility of the Bank's organs in order to safeguard the stakeholders' interests according to their respective responsibilities.

These guidelines have been evaluated and updated periodically to keep them in line with the changes to the applicable laws and regulations.

MEKANISME GOOD CORPORATE GOVERNANCE

RAPAT UMUM PEMEGANG SAHAM

Rapat Umum Pemegang Saham (RUPS) adalah organ tata kelola tertinggi yang memiliki kewenangan yang tidak dapat didelegasikan kepada Dewan Komisaris maupun Direksi. RUPS merupakan wadah bagi Pemegang Saham untuk mengambil keputusan penting sesuai Anggaran Dasar, Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, dan Peraturan OJK No. 32/POJK.04/2014 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.

HAK PEMEGANG SAHAM

Berdasarkan peraturan terkait RUPS di atas, hak dan wewenang Pemegang Saham dalam RUPS dijabarkan sebagai berikut:

Hak Pemegang Saham meliputi:

1. Menghadiri, menyampaikan pendapat, dan memberikan suara dalam RUPS berdasarkan ketentuan 1 (satu) saham memberi hak kepada pemegangnya untuk mengeluarkan 1 (satu) suara;
2. Memperoleh informasi mengenai Bank secara tepat waktu, benar dan teratur, kecuali hal-hal yang bersifat rahasia, sehingga memungkinkan Pemegang Saham membuat keputusan mengenai investasinya berdasarkan informasi yang akurat;
3. Menerima bagian dari keuntungan Bank yang diperuntukkan bagi Pemegang Saham dalam bentuk dividen dan pembagian keuntungan lainnya, sebanding dengan jumlah saham yang dimilikinya;
4. Memperoleh penjelasan lengkap dan informasi yang akurat mengenai prosedur yang harus dipenuhi berkenaan dengan penyelenggaraan RUPS agar Pemegang Saham dapat berpartisipasi dalam pengambilan keputusan, termasuk keputusan mengenai hal-hal yang mempengaruhi eksistensi perusahaan dan hak Pemegang Saham;
5. Dalam hal terdapat lebih dari 1 (satu) jenis dan klasifikasi saham, maka setiap Pemegang Saham berhak mengeluarkan suara sesuai dengan jenis, klasifikasi dan jumlah saham yang dimiliki, dan setiap Pemegang Saham berhak untuk diperlakukan setara berdasarkan jenis dan klasifikasi saham yang dimilikinya.

Sedangkan, wewenang Pemegang Saham melalui RUPS meliputi:

1. Mengangkat dan memberhentikan anggota Dewan Komisaris dan Direksi;
2. Menetapkan remunerasi anggota Dewan Komisaris dan Direksi;
3. Mengevaluasi kinerja Dewan Komisaris dan Direksi;
4. Mengesahkan perubahan Anggaran Dasar;
5. Memberikan persetujuan atas Laporan Tahunan;
6. Menetapkan alokasi penggunaan laba; dan
7. Menunjuk akuntan publik.

CORPORATE GOVERNANCE MECHANISMS

GENERAL MEETING OF SHAREHOLDERS

General Meeting of Shareholders (GMS) is the highest governance organ with authority that cannot be delegated to the Board of Commissioners and Directors. GMS is a forum for the Shareholders to make important decisions in accordance with the Articles of Association, Law No. 40 of 2007 on Limited Liability Company, and FSA Regulation No. 32/POJK.04/2014 on Planning and Organizing General Meeting of Shareholders of Public Companies.

GENERAL MEETING OF SHAREHOLDERS

Based on the GMS-related regulations, the rights and authority of Shareholders in the GMS are explained as follows.

Shareholders' Rights, include:

1. Attending, giving opinion, and casting a vote in the GMS based on the provisions of 1 (one) share gives the holder the right to cast 1 (one) vote;
2. Obtaining information about the Bank in a timely, properly, and regularly manner, except for confidential matters, to enable the Shareholders to make investment decisions based on accurate information;
3. Receiving part of the Bank's profits designated for the Shareholders in the form of dividend and other profit sharing, in proportion to the number of shares held;
4. Obtaining full explanation and accurate information on the procedures to be met regarding the conduct of the GMS so that Shareholders may participate in the decision-making, including decisions on matters affecting the company's existence and Shareholders' rights;
5. In the event that there are more than 1 (one) types and classifications of shares, then each Shareholder is entitled to cast a vote according to the type, classification, and number of shares held, and each Shareholder is entitled to be treated equally based on the type and classification of shares held.

Whereas, the authority of Shareholders through the GMS includes:

1. Appointing and dismissing members of Board of Commissioners and Directors;
2. Establishing the remuneration of members of Board of Commissioners and Directors;
3. Evaluating the performance of Board of Commissioners and Directors;
4. Approving the amendment of the Articles of Association;
5. Giving approval of the Annual Report;
6. Determining allocation of profit use; and
7. Appointing a public accountant.

MEKANISME PELAKSANAAN RUPS

RUPS dapat diselenggarakan dalam 2 (dua) jenis, yaitu RUPS Tahunan dan RUPS Luar Biasa. RUPS Tahunan diselenggarakan setiap tahun, paling lambat 6 (enam) bulan setelah tahun buku berakhir. Sedangkan, RUPS Luar Biasa diselenggarakan sesuai kebutuhan.

Dalam menyelenggarakan RUPS, Bank harus memperhatikan ketentuan dan mekanisme pelaksanaan, mulai dari pemberitahuan, pengumuman, pemanggilan sampai dengan penyelenggaraan RUPS, yang diuraikan sebagai berikut:

1. Pemberitahuan RUPS
Bank wajib menyampaikan pemberitahuan mata acara rapat kepada Otoritas Jasa Keuangan paling lambat 5 (lima) hari kerja sebelum pengumuman RUPS, dengan tidak memperhitungkan tanggal pengumuman RUPS.
2. Pengumuman RUPS
Bank wajib melakukan pengumuman RUPS kepada Pemegang Saham paling lambat 14 hari sebelum pemanggilan RUPS, dengan tidak memperhitungkan tanggal pengumuman dan tanggal pemanggilan. Pengumuman RUPS tersebut minimal memuat:
 - a. Ketentuan Pemegang Saham yang berhak hadir dalam RUPS;
 - b. Ketentuan Pemegang Saham yang berhak mengusulkan mata acara rapat;
 - c. Tanggal penyelenggaraan RUPS; dan
 - d. Tanggal pemanggilan RUPS.
 Pengumuman RUPS tersebut minimal dilakukan melalui 1 (satu) surat kabar harian berbahasa Indonesia yang berperedaran nasional dan situs laman Bank.
3. Pemanggilan RUPS
Bank wajib melakukan pemanggilan kepada Pemegang Saham paling lambat 21 hari sebelum RUPS, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS. Pemanggilan RUPS tersebut minimal memuat:
 - a. Tanggal penyelenggaraan RUPS;
 - b. Waktu penyelenggaraan RUPS;
 - c. Tempat penyelenggaraan RUPS;
 - d. Ketentuan Pemegang Saham yang berhak hadir dalam RUPS;
 - e. Mata acara rapat, termasuk penjelasan atas setiap mata acara tersebut; dan
 - f. Informasi yang menyatakan bahan terkait mata acara rapat tersedia bagi Pemegang Saham sejak tanggal dilakukannya pemanggilan RUPS sampai dengan RUPS diselenggarakan.
 Pemanggilan RUPS tersebut minimal dilakukan melalui 1 (satu) surat kabar harian berbahasa Indonesia yang berperedaran nasional, situs laman Bursa Efek Indonesia, dan situs *web* Bank.
4. Penyelenggaraan RUPS
Penyelenggaraan RUPS wajib diselenggarakan di wilayah Negara Republik Indonesia, antara lain di:
 - a. Tempat kedudukan Bank;
 - b. Tempat Bank melakukan kegiatan usaha utamanya;
 - c. Ibukota provinsi, di tempat kedudukan atau tempat kegiatan usaha utama Bank; atau
 - d. Provinsi tempat kedudukan Bursa Efek Indonesia.

GMS MECHANISM

GMS can be held in 2 (two) types, which are Annual GMS and Extraordinary GMS. Annual GMS is held annually, no later than 6 (six) months after the end of the fiscal year. Meanwhile, Extraordinary GMS is held as required.

In conducting GMS, the Bank must observe the provisions and mechanisms of implementation, from notification, announcement, notice, to the GMS event, which is outlined as follows.

1. GMS Notification
Banks must submit notification of the meeting agenda to the Financial Services Authority no later than 5 (five) business days prior to GMS announcement, by excluding the GMS announcement date.
2. GMS Announcement
Banks must announce the GMS to the Shareholders no later than 14 days prior to GMS Notice, excluding the announcement date and notice date. The GMS announcement contains at least the following:
 - a. Provisions of Shareholders who are entitled to attend the GMS;
 - b. Provisions of Shareholders who are entitled to propose the meeting agenda;
 - c. GMS date; and
 - d. GMS notice date.
 GMS is at least announced through 1 (one) Indonesian language daily newspaper with national circulation and the Bank's website.
3. GMS Notice
Banks must deliver the GMS Notice to the Shareholders no later than 21 days prior to the GMS, by excluding the notice date and GMS date. The GMS notice contains at least the following:
 - a. GMS date;
 - b. GMS time;
 - c. GMS venue;
 - d. Provisions of Shareholders who are entitled to attend the GMS;
 - e. Meeting agenda, including explanation on each meeting agenda; and
 - f. Information stating that the matter related to the meeting agenda is available to the Shareholders from the date of GMS notice to the GMS event.
 GMS notice is at least announced through 1 (one) Indonesian language daily newspaper with national circulation, website of Indonesia Stock Exchange, and the Bank's website.
4. GMS event
GMS must be held in the territory of the Republic of Indonesia, such as in:
 - a. The Bank's domicile;
 - b. The location where the Bank conducts its main business activities.
 - c. Provincial capital where the the Bank's domicile or principal business is; or
 - d. Province of domicile of the Indonesia Stock Exchange.

RUPS dapat diselenggarakan jika dihadiri oleh Pemegang Saham Independen yang mewakili ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang dimiliki oleh Pemegang Saham Independen.

PELAKSANAAN RUPS TAHUNAN 2018 DAN REALISASINYA

Tahapan pelaksanaan Rapat Umum Pemegang Saham Tahunan Perseroan di 2018 tergambar dalam tabel berikut:

Tabel Pelaksanaan RUPS Tahunan 2018
Table of Implementation of Annual GMS of 2018

Pemberitahuan Notification	Pengumuman Announcement	Pemanggilan Notice	Pelaksanaan Implementation	Hasil RUPS GMS Resolution
Diberitahukan pada tanggal 27 Maret 2018 kepada Otoritas Jasa Keuangan. Notified to the Financial Services Authority on 27 March 2018.	Diumumkan pada tanggal 4 April 2018 melalui situs laman Bank dan surat kabar harian Kontan. Announced on 4 April 2018 through the Bank's website and Kontan daily newspaper.	Diumumkan pada tanggal 24 April 2018 melalui situs laman Bank dan surat kabar harian Kontan. Announced on 4 April 2018 through the Bank's website and Kontan daily newspaper.	Dilaksanakan pada hari Jumat tanggal 18 Mei 2018 pukul 09.21-10.38 WIB di Graha BIP, Function Hall Lt. 11, Jalan Jend. Gatot Subroto Kav. 23, Jakarta 12930. Held on Friday dated 18 May, 2018 09:21-10:38, Graha BIP, Function Hall 11th fl., Jend. Gatot Subroto Kav. 23, Jakarta 12930.	Diumumkan pada tanggal 22 Mei 2018 melalui situs laman Bank dan surat kabar harian Kontan. Announced on 22 May 2018 through the Bank's website and Kontan daily newspaper.

REKAPITULASI KEHADIRAN PADA RUPS TAHUNAN 2018

RUPS Tahunan 2018 yang dihadiri oleh Dewan Komisaris dan Direksi Perseroan sebagai berikut:

SUMMARY OF ATTENDANCE IN ANNUAL GMS OF 2018

Annual GMS of 2018 was attended by members of the Board of Commissioners and the Board of Directors of the Company as the followings:

Tabel Rekapitulasi Kehadiran Pada RUPS Tahunan 2018
Table of Attendance Summary in Annual GMS of 2018

No.	Nama Name	Jabatan Position	Hadir Present
1.	Oliver Simorangkir	Komisaris Utama / President Commissioner	Hadir / Present
2.	Gunawan Tenggarahardja	Komisaris/Komisaris Independen / Commissioner / Independent Commissioner	Hadir / Present
3.	Zaenal Abidin, PhD	Komisaris/Komisaris Independen / Commissioner / Independent Commissioner	Hadir / Present
4.	Debora Wahjutirto Tanoyo	Komisaris / Commissioner	Hadir / Present
5.	Daniel Budirahayu	Direktur Utama / President Director	Hadir / Present
6.	Rusli	Wakil Direktur Utama / Deputy President Director	Hadir / Present
7.	Ramon Marlon Runtu	Direktur / Director	Hadir / Present
8.	Tamunan	Direktur Kepatuhan dan Manajemen Risiko Director of Compliance and Risk Management	Hadir / Present

KEHADIRAN PIHAK INDEPENDEN DALAM RUPS TAHUNAN 2018

- Notaris Fathiah Helmi, SH.
- Drs. M. Jusuf Wibisana, Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis dan Rekan.
- Moses F Dasilva (Moses Fernandez Da Silva), Kantor Konsultan Hukum Da Silva dan Suhardiadi.
- Rosmaida Marpaung, Biro Administrasi Efek Perseroan PT Adimitra Jasa Korpora.

THE PRESENCE OF INDEPENDENT PARTY IN 2018 AGMS

- Notary Fathiah Helmi, SH
- Drs. M. Jusuf Wibisana, Tanudiredja, Wibisana, Rintis & Rekan Public Accountant Firm
- Moses F Dasilva (Moses Fernandez Da Silva), Da Silva and Suhardiadi Legal Consultant Firm
- Rosmaida Marpaung, PT Adimitra Jasa Korpora Shares Registration Bureau

KEPUTUSAN RUPS TAHUNAN 2018

ANNUAL GMS RESOLUTION OF 2018

Agenda Agenda	Keputusan Resolution	Pengambilan Suara Voting	Realisasi Realization
Laporan Tahunan Perseroan Termasuk Laporan Direksi Dan Pengesahan Laporan Keuangan Tahunan Serta Laporan Tugas Pengawasan Dewan Komisaris untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2017. Company's Annual Report including the Board of Directors' Report and Ratification of the Annual Financial Statements as well as Report of the Supervisory Duty of the Board of Commissioners for the Fiscal Year ended on 31 December 2017.	1. Menerima baik dan menyetujui Laporan Tahunan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2017, termasuk Laporan Direksi dan laporan tugas pengawasan Dewan Komisaris Perseroan. 2. Menerima baik dan menyetujui serta mengesahkan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2017 yang telah diaudit oleh kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan dengan <i>partner</i> penanggung jawab Drs. M. Jusuf Wibisana, M. Ec., Cpa dengan opini audit wajar dalam semua hal yang material sesuai dengan laporan No. A180322002/DC2/MJW/2018, tanggal 22 Maret 2018 dengan demikian membebaskan anggota Direksi dan Dewan Komisaris Perseroan dari tanggung jawab dan segala tanggungan (<i>acquit et de charge</i>) atas tindakan pengurusan dan pengawasan yang Direksi dan Dewan Komisaris jalankan selama tahun buku 2017, sepanjang tindakan-tindakan mereka tercantum dalam neraca dan laporan laba rugi Perseroan tahun buku 2017. 1. Well accepted and approved the Company's Annual Report ended on 31 December 2017, including the Board of Directors' Report and the Board of Commissioners's Report of the Supervisory Duty. 2. Well accepted, approved, and endorsed the Company's Annual Financial Statements for the fiscal year ended on 31 December 2017 which has been audited by the Public Accountant Firm, Tanudiredja, Wibisana, Rintis & Rekan with the partner in charge, Drs. M. Jusuf Wibisana, M. Ec., Cpa with audit opinion of unqualified in all material according to the report No. A180322002/DC2/MJW/2018, dated 22 March 2018, therefore it released all members of the Board of Directors and the Board of Commissioners responsibilities and any liability (<i>acquit et de charge</i>) for the actions and supervision of the Board of Directors and the Board of Commissioners executed within the fiscal year of 2017, provided that their actions are contained in the balance sheet an income statements of the Company for the fiscal year of 2017.	• Setuju: 6.531.498.968 saham atau 100% • Tidak Setuju: - • Abstain: - • Agree 6,531,498,968 of shares or 100% • Disagree: - • Abstain: -	Telah direalisasikan sepenuhnya. Fully realized.
Penetapan Penggunaan Laba Bersih Perseroan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2017. Determining for the Use of the Company's Net Income the for the fiscal year ended on 31 December 2017.	Menyetujui penetapan penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2017 sebesar Rp.131.387.618.296,00 dan oleh karena masih diperlukan dan untuk pengembangan usaha Perseroan, maka laba bersih tahun buku 2017 tersebut diusulkan untuk dipergunakan sebagai berikut: 1. Sebesar Rp.25.000.000.000,00 dibukukan untuk pembentukan dana cadangan umum guna memenuhi ketentuan pasal 70 Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas dan pasal 24 Anggaran Dasar Perseroan. 2. Sisanya sebesar Rp.106.387.618.296,00 akan dibukukan sebagai laba ditahan. Dengan demikian Perseroan tidak memberikan dividen untuk tahun buku 2017. Approved the determination of the Company's net income for the fiscal year ended 31 December 2017 amounting to Rp.131,387,618,296.00, and therefore it is still required, and for the Company's business development, such net income for the fiscal year of 2017 is proposed to be used for the following: 1. Amounting to Rp.25,000,000,000.00 is recorded for creating the general reserves to meet the regulation on Article 40 of Law No. 40 year 2007 on Limited Liability Companies and Article 24 of the Company's Articles of Association. 2. The remaining of Rp.106,387,618,296.00 will be recorded as retained earnings. Therefore, the Company did not distribute dividend for the fiscal year of 2017.	• Setuju: 6.531.498.968 saham atau 100% • Tidak Setuju: - • Abstain: - • Agree: 6,531,498,968 shares, or atau 100% • Disagree: - • Abstain: -	Telah direalisasikan sepenuhnya. Fully realized.
Pemberian Kuasa dan Wewenang Kepada Wakil Pemegang Saham untuk Menetapkan Besarnya Honorarium Anggota Dewan Komisaris dan Memberi Kuasa dan Wewenang Kepada Dewan Komisaris untuk Menetapkan Pembagian Tugas Dan Wewenang Anggota Direksi serta besarnya Gaji dan Tunjangan Para Anggota Direksi.	1. Menyetujui memberi kuasa dan wewenang kepada wakil pemegang saham Perseroan yaitu PT. Victoria Investama, Tbk untuk menetapkan besarnya honorarium anggota Dewan Komisaris untuk tahun 2018. 2. Menyetujui pelimpahan wewenang kepada Dewan Komisaris Perseroan untuk menetapkan pembagian tugas dan wewenang anggota Direksi serta besarnya gaji dan tunjangan para anggota Direksi untuk tahun 2018. 1. Approved for granting the power and authority to the representatives of the Company's shareholders namely, PT. Victoria Investama, Tbk to determine the amount of honorarium for the members of Board of Commissioners for the year of 2018.	• Setuju: 6.531.498.968 saham atau 100% • Tidak Setuju: - • Abstain: - • Agree: 6,531,498.68 shares or 100% • Disagree:- • Abstain:-	Telah direalisasikan sepenuhnya. Fully realized.

Agenda Agenda	Keputusan Resolution	Pengambilan Suara Voting	Realisasi Realization
The grant of power and authority to the representatives of Shareholders to determine the amount of honorarium for members of the Board of Commissioners and to grant power and authority to the Board of Commissioners for setting division of duties and responsibilities of the Board of Directors as well as the amount salary and allowance for members of the Board of Directors.	2. Approved the transfer of power to the Company's Board of Commissioners to determine the division of duties and responsibilities of members of the Board of Directors including the amount of salaries and allowances for members of the Board of Directors for the year of 2018.		
Penunjukan Akuntan Publik Untuk Mengaudit Buku-Buku Perseroan Untuk Tahun Buku 2018 Dan Pemberian Kuasa Kepada Dewan Komisaris Untuk Menetapkan Honorarium Kantor Akuntan Publik Tersebut Serta Persyaratan Lain Penunjukannya. The appointment of Public Accountant to Audit the Company's Books for the Financial Year of 2018 Granting Power to members of the Board of Commissioners to Determine Honorarium of such Public Accountant Firm as well as other requirements related to the appointment.	Memberikan kewenangan kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik Independen dari kantor Akuntan Publik Independen yang terdaftar di Otoritas Jasa Keuangan (OJK) sehubungan dengan masih dalam proses penentuan kantor Akuntan Publik Independen yang akan mengaudit buku Perseroan, untuk mengaudit laporan keuangan Perseroan untuk tahun buku 2018 dengan memperhatikan rekomendasi dari komite audit dan melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan jumlah honorarium dan persyaratan lain sehubungan dengan penunjukan kantor Akuntan Publik Independen dimaksud. Granted authority to the Company's Board of Commissioners to appoint an Independent Public Accountant registered by the Financial Services Authority relating to the ongoing process of determining an Independent Public Accountant that will audit the Company's books, audit the Company's financial statements for the fiscal year of 2018 taking into account the recommendation provided from the audit committee and the transferred authority to the Board of Commissioners to determine the amount of honorarium and other requirements in relation to the appointment of an Independent Public Accountant Firm.	• Setuju: 6.531.498.968 saham atau 100% • Tidak Setuju: - • Abstain: - • Agree: 6.531.498.968 shares or 100% • Disagree: - • Abstain: -	Telah direalisasikan sepenuhnya. Fully realized.
Perubahan Susunan Pengurus Perseroan. Change in the composition of Management of the Company	1. Menerima pengunduran diri: a. Ibu Rita Gosal dari jabatannya sebagai Direksi Perseroan. b. Bapak Daniel Budirahayu dari jabatannya sebagai Direktur Utama Perseroan. Terhitung sejak di tutupnya Rapat Umum Pemegang Saham Tahunan ini dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai anggota Direksi dan membebaskan dari tanggung jawab dan segala tanggungan (<i>acquit et de charge</i>) atas tindakan pengurusan yang dijalankan sepanjang disetujui oleh Rapat Umum Pemegang Saham Tahunan 2017 yang diselenggarakan di tahun 2018. 2. Menyetujui mengangkat: a. Bapak Ahmad Fajar sebagai Direktur Utama Perseroan. b. Bapak Lembing sebagai Direktur Perseroan. c. Ibu Debora Wahjutirto Tanoyo sebagai Direktur Perseroan. Pengangkatan tersebut berlaku efektif terhitung sejak diperoleh persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatutan (<i>fit and proper test</i>) dan memenuhi peraturan perundang-undangan yang berlaku serta memberhentikan dengan hormat Ibu Debora Wahjutirto Tanoyo sebagai Komisaris Perseroan apabila pengangkatannya tersebut telah mendapat persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatutan (<i>fit and proper test</i>). Dengan demikian, terhitung sejak ditutupnya Rapat ini susunan anggota Direksi dan Dewan Komisaris Perseroan adalah sebagai berikut: Direksi Wakil Direktur Utama : Bapak Rusli Direktur : Bapak Ramon Marlon Runtu Direktur Kepatuhan : Bapak Tamunan Dewan Komisaris Komisaris Utama : Bapak Oliver Simorangkir Komisaris/ Komisaris Independen : Bapak Gunawan Tenggarahardja	• Setuju: 6.531.498.968 saham atau 100% • Tidak Setuju: - • Abstain: - • Agree: 6.531.498.968 shares or 100% • Disagree: - • Abstain: -	Telah direalisasikan sepenuhnya. Fully realized.

Agenda Agenda	Keputusan Resolution	Pengambilan Suara Voting	Realisasi Realization
	Komisaris/ : Bapak Zaenal Abidin, PhD Komisaris Independen Komisaris : Ibu Debora Wahjutirto Tanoyo dan setelah diperoleh persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatutan (<i>fit and proper test</i>) sampai dengan penutupan Rapat Umum Pemegang Saham Tahunan Perseroan yang diadakan pada tahun 2019, susunan anggota Direksi dan Dewan Komisaris Perseroan adalah sebagai berikut: Direksi Direktur Utama : Bapak Ahmad Fajar*) Wakil Direktur Utama : Bapak Rusli Direktur : Bapak Ramon Marlon Runtu Direktur : Ibu Debora Wahjutirto Tanoyo*) Direktur : Bapak Lembing*) Direktur Kepatuhan : Bapak Tamunan Dewan Komisaris Komisaris Utama : Bapak Oliver Simorangkir Komisaris/ Komisaris Independen : Bapak Gunawan Tenggarahardja Komisaris/ Komisaris Independen : Bapak Zaenal Abidin, PhD *) berlaku efektif setelah mendapat persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatutan (<i>fit and proper test</i>). 3. Memberikan kuasa kepada Direksi Perseroan untuk menyatakan keputusan Rapat mengenai perubahan anggota Direksi dan Dewan Komisaris Perseroan dalam akta tersendiri di hadapan Notaris dan untuk memohon pemberitahuan kepada Menteri Hukum Dan Hak Asasi Manusia Republik Indonesia sehubungan dengan perubahan anggota Direksi dan Dewan Komisaris Perseroan tersebut di atas, serta melakukan segala tindakan yang diperlukan dan disyaratkan oleh peraturan perundang-undangan yang berlaku. 1. Accepted the resignation of the following names: a. Ms. Rita Gosal from her position as the Company's Director. b. Mr. Daniel Budirahayu from his position as the Company's President Director. As of the closing of the Annual General Meeting of Shareholders, with an appreciation and gratitude for the contribution of energy and thought while serving as the members of the Board of Directors and released from the responsibilities and any liability (acquitted and discharged) for the management actions insofar as it is approved by the Annual Meeting of Shareholders 2017 held in 2018. 2. Approved to appoint the following names: a. Mr. Ahmad Fajar as the Company's President Director. b. Mr. Lembing as the Company's Director. c. Ms. Debora Wahjutirto Tanoyo as the Company's Director. Such appointments will be effective upon the approval obtained by the Financial Services Authority on the assessment of fit and proper test and having met with the applicable laws and regulations, as well as terminated Ms. Debora Wahjutirto Tanoyo as the Company's Commissioner provided that such appointment has been approved by the Financial Services Authority on the assessment of fit and proper test. Therefore, as of the closing of this meeting the composition of the Company's Board of Commissioners is the following: Board of Directors: Deputy President Director : Mr. Rusli Director : Mr. Ramon Marlon Runtu Director of Compliance : Mr. Tamunan Board of Commissioners President Commissioner : Mr. Oliver Simorangkir Commissioner/ Independent Commissioner : Mr. Gunawan Tenggarahardja Commissioner/ Independent Commissioner : Mr. Zaenal Abidin, PhD Commissioner : Ms. Debora Wahjutirto Tanoyo		

Agenda Agenda	Keputusan Resolution	Pengambilan Suara Voting	Realisasi Realization
	and after having obtained approval from the Financial Services Authority on the assessment of fit and proper test until the closing of the Company's Annual General Meeting of Shareholders held in 2019, the composition of the Board of Directors and the Board of Commissioners is as follows: Board of Directors President Director : Mr. Ahmad Fajar*) Deputy President Director : Mr. Rusli Director : Mr. Ramon Marlon Runtu Director : Ms. Debora Wahjutirto Tanoyo*) Director : Mr. Lembing*) Director of Compliance : Mr. Tamunan Board of Commissioners President Commissioner : Mr. Oliver Simorangkir Commissioner/ Independent Commissioner : Mr. Gunawan Tenggarahardja Commissioner/ Independent Commissioner : Mr. Zaenal Abidin, PhD *) will be effective upon approval from the Financial Services Authority on the assessment of fit and proper test. 3. Granted power to the Company's Board of Directors to declare resolutions of the Meeting on the changes in the Company's Board of Directors and the Board of Commissioners in a separate deed made before a Notary, and to request a notification to the Minister of Law and Human Rights of the Republic of Indonesia concerning the changes in the Company's members of the Board of Directors and the Board of Commissioners as above mentioned, as well as to take any necessary action required by the prevailing laws and regulations.		
Persetujuan pengeluaran saham baru Tanpa Hak Memesan Efek Terlebih Dahulu (HMETD) melalui Program <i>Management Stock Option Program</i> (MSOP). Approval on the Disbursement of new shares without Pre-emptive Right through Management Stock Option Program (MSOP)	Memberikan wewenang kepada Direksi Perseroan dengan persetujuan Dewan Komisaris untuk melaksanakan dan menetapkan tata cara Program <i>Management Stock Option Program</i> (MSOP) untuk dimintakan persetujuan Rapat sesuai dengan ketentuan peraturan perundang-undangan yang berlaku dibidang Pasar Modal dan Perbankan. Sedangkan Mata Acara Rapat ketujuh mengenai Laporan Realisasi Penggunaan Dana Penawaran Umum Berkelanjutan Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dan Laporan Realisasi Penggunaan Dana Penawaran Umum Berkelanjutan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017, hanya bersifat laporan tidak mengambil keputusan. Granted authority to the Company's Board of Directors as approved by the Board of Commissioners to undertake and establish the procedures of Management of Stock Option Program (MSOP) to gain approval from the Meeting according to the applicable rules and regulations in the Capital Market and Banking. Whereas, the seventh Meeting Agenda concerning the Realization Report on the Use of Continuous Public Offering Funds I of Bank Victoria, Stage I in 2017 and Realization Report on the Use of Continuous Public Offering Funds of Continuous Subordinated Bonds I of Bank Victoria Stage I in 2017, is only a reporting not for decision making.	• Setuju: 6.531.498.968 saham atau 100% • Tidak Setuju: - • Abstain: - • Agree: 6,531,498.968 shares or 100% • Disagree: - • Abstain: -	Belum direalisasikan. Not realized.
Laporan Realisasi Penggunaan Dana Penawaran Umum Berkelanjutan Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dan Laporan Realisasi Penggunaan Dana Penawaran Umum Berkelanjutan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017.			

Agenda Agenda	Keputusan Resolution	Pengambilan Suara Voting	Realisasi Realization
Report on the Use of Public Offering Proceeds for Sustainable Bond I of Bank Victoria Stage I of Year 2017, and Report on the Realization of the Use of Public Offering Proceeds for Sustainable Subordinated Bonds I of Bank Victoria Stage I Year 2017			

PELAKSANAAN RUPS LUAR BIASA TAHUN 2018 DAN REALISASINYA

IMPLEMENTATION OF EXTRAORDINARY GMS IN 2018 AND ITS REALIZATION

Tabel Pelaksanaan RUPS Luar Biasa Tahun 2018

Table of the Implementation of Extraordinary GMS in 2018

Pemberitahuan Notification	Pengumuman Announcement	Pemanggilan Notice	Pelaksanaan Implementation	Hasil RUPS GMS Resolution
Diberitahukan pada tanggal 12 September 2018 kepada Otoritas Jasa Keuangan. Notified to the Financial Services Authority on 12 September 2018.	Diumumkan pada tanggal 19 September 2018 melalui situs laman Bank dan surat kabar harian Kontan. Announced on 19 September 2018 through the Bank's website and Kontan daily newspaper.	Diumumkan pada tanggal 4 Oktober 2018 melalui situs laman Bank dan surat kabar harian Kontan. Announced on 4 October 2018 through the Bank's website and Kontan daily newspaper.	Dilaksanakan pada hari Jumat tanggal 26 Oktober 2018 pukul 10.17-10.41 WIB di Graha BIP, Function Hall Lt. 11, Jalan Jend. Gatot Subroto Kav. 23, Jakarta 12930. Conducted on Friday dated 26 October 2018, at 10.17-10.41 at Graha BIP, Function Hall 11th fl. at Jalan Jend. Gatot Subroto Kav. 23, Jakarta 12930.	Diumumkan pada tanggal 30 Oktober 2018 melalui situs laman Bank dan surat kabar harian Kontan. Announced on 30 October 2018 through the Bank's website and Kontan daily newspaper.

REKAPITULASI KEHADIRAN PADA RUPS LUAR BIASA TAHUN 2018

ATTENDANCE RECAPITULATION AT EXTRAORDINARY GMS IN 2018

Tabel Rekapitulasi Kehadiran Pada RUPS Luar Biasa Tahun 2018

Table of Attendance Recapitulation in Extraordinary GMS in 2018

No.	Nama Name	Jabatan Position	Hadir Present
1.	Oliver Simorangkir	Komisaris Utama / President Commissioner	Hadir / Present
2.	Gunawan Tenggarahardja	Komisaris/Komisaris Independen / Commissioner / Independent Commissioner	Hadir / Present
3.	Zaenal Abidin, PhD	Komisaris/Komisaris Independen / Commissioner / Independent Commissioner	Hadir / Present
4.	Debora Wahjutirto Tanoyo	Komisaris / Commissioner	Hadir / Present
5.	Rusli	Wakil Direktur Utama / Deputy President Director	Hadir / Present
6.	Ramon Marlon Runtu	Direktur / Director	Hadir / Present
7.	Tamunan	Direktur Kepatuhan / Director of Compliance	Hadir / Present

KEHADIRAN PIHAK INDEPENDEN DALAM RUPS LUAR BIASA TAHUN 2018

1. Notaris Fathiah Helmi, SH.
2. Lucy Luciana Suhenda, Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis dan Rekan.
3. Andry, Biro Administrasi Efek Perseroan PT Adimitra Jasa Korpora.

THE PRESENCE OF INDEPENDENT PARTY IN 2018 EGMS

1. Notary Fathiah Helmi SH.
2. Mrs. Lucy Luciana Suhenda, Tanudiredja, Wibisana, Rintis & Rekan Public Accountant Firm.
3. Mr. Andry, PT Adimitra Jasa Korpora Shares Registration Bureau.

KEPUTUSAN RUPS LUAR BIASA TAHUN 2018

EXTRAORDINARY GMS RESOLUTION IN 2018

Agenda Agenda	Keputusan Resolution	Pengambilan Suara Voting	Realisasi Realization
Perubahan Tempat Kedudukan Perseroan. Change in the domicile of the Company	1. Menyetujui untuk merubah tempat kedudukan Perseroan yang semula berkedudukan di Jakarta Pusat menjadi berkedudukan di Jakarta Selatan. Dengan demikian merubah Pasal 1 Anggaran Dasar Perseroan menjadi berbunyi sebagai berikut: NAMA DAN TEMPAT KEDUDUKAN Pasal 1 1. Perseroan Terbatas ini bernama PT Bank Victoria International Tbk. Dan bertempat kedudukan di Jakarta Selatan. 2. Perseroan dapat membuka kantor-kantor, mendirikan cabang-cabang dan kantor-kantor perwakilan di tempat-tempat lain, baik di dalam maupun di luar wilayah Republik Indonesia sebagaimana ditetapkan oleh Direksi dengan mengindahkan semua ketentuan perundang-undangan yang berlaku. 2. Memberikan kuasa kepada Direksi Perseroan dengan hak substitusi untuk menyatakan perubahan Anggaran Dasar Perseroan tersebut dalam suatu akta tersendiri dihadapan notaris dan mengurus persetujuan serta pendaftaran kepada instansi yang berwenang, serta melakukan segala tindakan yang diperlukan sehubungan dengan hal tersebut. 1. Approved to change a domicile of the Company which was previously having domiciled in Central Jakarta to South Jakarta. Therefore, Article 1 of the Company's Articles of Association has been changed to the following : NAME AND DOMICILE OF THE COMPANY Article 1 1. This Limited Liability Company is named PT Bank Victoria International Tbk, having domiciled in South Jakarta. 2. The Company may open offices, establish branches and representative offices in other places in the country or outside the region of the Republic of Indonesia, as stipulated by the Board of Directors complying to all prevailing laws and regulations. 2. Granted power to the Company's Board of Directors with a substitution right to declare a change in the Company's Articles of Association in a separate deed made before a notary and to process approval as well as to register to the authorized institution, as well as to undertake any necessary actions required according to such matters.	- Setuju: 7.346.277.776 saham atau 97,07%. - Tidak Setuju: - - Abstain: 221.934.815 saham atau 2,93%. - Agree: 7,346,277,776 shares or 97.07%. - Disagree: - - Abstain: 221,934,815 shares or 2.93%.	Telah direalisasikan sepenuhnya. Fully realized.
Penegasan Kembali Pengangkatan Anggota Direksi Perseroan. Reaffirmation of the Appointment of the Company's Members of the Board of Directors	1. Menyetujui untuk menegaskan kembali pengangkatan Ibu Debora Wahjutirto Tanoyo sebagai Direktur Perseroan, pengangkatan tersebut yang berlaku efektif terhitung sejak diperoleh persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatuhan (<i>fit and proper test</i>) dan memenuhi peraturan perundang-undangan yang berlaku serta memberhentikan dengan hormat Ibu Debora Wahjutirto Tanoyo sebagai Komisaris Perseroan apabila pengangkatan tersebut telah mendapat persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatuhan (<i>fit and proper test</i>). Dengan demikian, terhitung sejak ditutupnya rapat ini susunan anggota Direksi dan Dewan Komisaris Perseroan adalah sebagai berikut: Direksi Wakil Direktur Utama : Bapak Rusli Direktur : Bapak Ramon Marlon Runtu Direktur Kepatuhan : Bapak Tamunan Dewan Komisaris Komisaris Utama : Bapak Oliver Simorangkir Komisaris/ : Bapak Gunawan Tenggarahardja Komisaris Independen : Bapak Zaenal Abidin, PhD Komisaris Independen : Ibu Debora Wahjutirto Tanoyo Komisaris dan setelah diperoleh persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatuhan (<i>fit and proper test</i>) sampai dengan penutupan Rapat Umum Pemegang Saham Tahunan Perseroan yang pada tahun 2019, susunan anggota Direksi dan Dewan Komisaris Perseroan adalah sebagai berikut:	- Setuju: 7.346.277.776 saham atau 97,07%. - Tidak Setuju: - - Abstain: 221.934.815 saham atau 2,93%. - Agree: 7,346,277,776 shares or 97.07%. - Disagree: - - Abstain: 221,934,815 shares or 2.93%.	-

Agenda Agenda	Keputusan Resolution	Pengambilan Suara Voting	Realisasi Realization
	Direksi Direktur Utama : Bapak Ahmad Fajar*) Wakil Direktur Utama : Bapak Rusli Direktur : Bapak Ramon Marlon Runtu Direktur : Ibu Debora Wahjutirto Tanoyo Direktur : Bapak Lembing*) Direktur Kepatuhan : Bapak Tamunan *) Berlaku efektif setelah mendapat persetujuan dari atas penilaian kemampuan dan kepatuhan (<i>fit and proper test</i>). Dewan Komisaris Komisaris Utama : Bapak Oliver Simorangkir Komisaris/ Komisaris Independen : Bapak Gunawan Tenggarahardja Komisaris/ Komisaris Independen : Bapak Zaenal Abidin, PhD 2. Memberikan kuasa kepada Direksi Perseroan dengan hak substitusi untuk menyatakan keputusan Rapat mengenai perubahan anggota Direksi dan Dewan Komisaris Perseroan dalam akta tersendiri di hadapan Notaris dan untuk memohon pemberitahuan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sehubungan dengan perubahan anggota Direksi dan Dewan Komisaris Perseroan tersebut di atas, serta melakukan segala tindakan yang diperlukan dan disyaratkan oleh peraturan perundang-undangan yang berlaku. 1. Approved to reaffirm the appointment of Ms. Debora Wahjutirto as the Company's Director, in which such appointment will be effective as of the approval obtained from the Financial Services Authority on the assessment of fit-and-proper test and having met the applicable rules and regulations, as well as to terminate with respect Ms. Debora Wahjutirto Tanoyo as the Company's Commissioner if such appointment has gained approval from the Financial Services Authority on the assessment of fit and proper test. Therefore, as of the closing of this meeting, the composition of members of the Company's Board of Directors and the Board of Commissioners is as follows: Board of Directors Deputy President Director : Mr. Rusli Director : Mr. Ramon Marlon Runtu Director of Compliance : Mr. Tamunan Board of Commissioners President Commissioner : Mr. Oliver Simorangkir Commissioner/ Independent Commissioner : Mr. Gunawan Tenggarahardja Commissioner/ Independent Commissioner : Mr. Zaenal Abidin, PhD Commissioner : Ms. Debora Wahjutirto Tanoyo and upon gaining approval from the Financial Services Authority on the assessment of fit and proper until the closing of the Company's Annual General Meeting of Shareholders in which in 2019 the composition of members of the Company's the Board of Directors and the Board of Commissioners is the following: Board of Directors President Director : Mr. Ahmad Fajar*) Deputy President Director : Mr. Rusli Director : Mr. Ramon Marlon Runtu Director : Ms. Debora Wahjutirto Tanoyo*) Director : Mr. Lembing*) Director of Compliance : Mr. Tamunan *) will be effective upon gaining approval on the assessment of fit and proper test. Board of Commissioners President Commissioner : Mr. Oliver Simorangkir Commissioner/ Independent Commissioner : Mr. Gunawan Tenggarahardja Commissioner/ Independent Commissioner : Mr. Zaenal Abidin, PhD		

Agenda Agenda	Keputusan Resolution	Pengambilan Suara Voting	Realisasi Realization
	2. Granted power to the Company's Board of Directors with a substitution right to declare resolutions of the Meeting on a change in members of the Company's the Board of Directors and the Board of Commissioners in a separate deed made before a notary and to request a notification to the Minister of Law and Human Rights of the Republic of Indonesia concerning a change in the Company's members of the Board of Directors and the Board of Commissioners as mentioned above, as well as to undertake any necessary and required actions pursuant to the applicable laws and regulations.		

PELAKSANAAN RUPS TAHUNAN 2017 DAN REALISASINYA

THE IMPLEMENTATION OF 2017 ANNUAL GMS AND ITS REALIZATION

Tabel Pelaksanaan RUPS Tahunan 2017

Table of Implementation of 2017 Annual GMS

Pemberitahuan Notification	Pengumuman Announcement	Pemanggilan Notice	Pelaksanaan Implementation	Hasil RUPS GMS Resolution
Diberitahukan pada tanggal 2 Mei 2017 kepada Otoritas Jasa Keuangan. Notification to the Financial Services Authority on 2 May 2017.	Diumumkan pada tanggal 9 Mei 2017 melalui situs laman Bank dan surat kabar harian Kontan. Announcement on 9 May 2017 through the Bank's website and Kontan daily newspapers.	Diumumkan pada tanggal 24 Mei 2017 melalui situs laman Bank dan surat kabar harian Kontan. Announcement on 24 May 2017 through the Bank's website and Kontan daily newspapers.	Dilaksanakan pada hari Jumat tanggal 16 Juni 2017 pukul 09.00 WIB – 10.05 WIB di Graha BIP, Function Hall Lt. 11, Jalan Jend. Gatot Subroto Kav. 23, Jakarta 12930. Conducted on Friday dated 16 June 2017, at 10.17-10.41 at Graha BIP, Function Hall 11th fl, at Jalan Jend. Gatot Subroto Kav. 23, Jakarta 12930.	Diumumkan pada tanggal 20 Juni 2017 melalui situs laman Bank dan surat kabar harian Kontan. Announcement on 20 June 2017 through the Bank's website and Kontan daily newspapers.

REKAPITULASI KEHADIRAN RUPS TAHUNAN 2017

ATTENDANCE RECAPITULATION AT ANNUAL GMS IN 2017

Rekapitulasi kehadiran RUPS Tahunan 2017

Table of Attendance Recapitulation at Annual GMS in 2018

No.	Nama Name	Jabatan Position	Hadir Present
1.	Oliver Simorangkir	Komisaris Utama / President Commissioner	Hadir / Present
2.	Gunawan Tenggarahardja	Komisaris/Komisaris Independen / Commissioner/Independent Commissioner	Hadir / Present
3.	Zaenal Abidin, PhD	Komisaris/Komisaris Independen / Commissioner/Independent Commissioner	Hadir / Present
4.	Debora Wahjutirto Tanoyo	Komisaris / Commissioner	Hadir / Present
5.	Daniel Budirahayu	Direktur Utama / President Director	Hadir / Present
6.	Rusli	Wakil Direktur Utama / Deputy President Director	Hadir / Present
7.	Rita Gosal	Direktur / Director	Hadir / Present
8.	Ramon Marlon Runtu	Direktur / Director	Hadir / Present
9.	Tamunan	Direktur Kepatuhan dan Manajemen Risiko Director of Compliance and Risk Management	Hadir / Present

KEHADIRAN PIHAK INDEPENDEN DALAM RUPS TAHUNAN 2017

Kehadiran Pihak Independen dalam RUPS Tahunan 2017 sebagai berikut:

- Notaris Fathiah Helmi, SH.
- Lucy Luciana Suhenda, Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis dan Rekan.
- Moses F Dasilva (Moses Fernandez Da Silva), Kantor Konsultan Hukum Da Silva dan Suhardiadi.
- Ita Novita, Biro Administrasi Efek Perseroan PT Adimitra Jasa Korpora.

THE PRESENCE OF INDEPENDENT PARTY IN 2017 AGMS

The Presence of Independent Party in the 2017 AGMS is as follows:

- Notary Fathiah Helmi SH.
- Lucy Luciana Suhenda, Tanudiredja, Wibisana, Rintis & Rekan Public Accountant Firm.
- Moses F Dasilva (Moses Fernandez Da Silva), Da Silva and Suhardiadi Legal Consultants Firm.
- Ita Novita, PT Adimitra Jasa Korpora Shares Registration Bureau.

KEPUTUSAN RUPS TAHUNAN 2017 DAN REALISASINYA
ANNUAL AGM DECISION 2017 AND THE REALIZATION

Agenda Agenda	Keputusan Resolution	Pengambilan Suara Voting	Realisasi Realization
Laporan Tahunan Perseroan, termasuk Laporan Direksi dan Pengesahan Laporan Keuangan Tahunan, serta Laporan Tugas Pengawasan Dewan Komisaris untuk tahun buku yang berakhir pada tanggal 31 Desember 2016. Company's Annual Report, including the Directors' Report and Ratification of the Annual Financial Statements, as well as Report of Supervisory Duty of Board of Commissioners for the fiscal year ended on 31 December 2016.	1. Menerima baik dan menyetujui Laporan Tahunan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2016, termasuk Laporan Direksi dan pemberitahuan pelaksanaan waran seri VI menjadi saham selama tahun 2016 adalah sebesar Rp75.148.654.700,- dengan realisasi penggunaan dana adalah untuk menambah atau meningkatkan modal kerja bank. Laporan realisasi penggunaan dana hasil pelaksanaan waran seri VI menjadi saham Perseroan selama tahun 2016 telah disampaikan oleh Perseroan kepada Otoritas Jasa Keuangan setiap periode pelaporan dengan surat No. 023/DIR-EKS/04/16 tanggal 7 April 2016 dan surat No. 019/DIR-EKS/07/16 tanggal 13 Juli 2016, serta surat No. 029/DIR-EKS/08/16 tanggal 09 Agustus 2016 yang dimana pada tanggal-tanggal tersebut secara bersamaan di unggah pada <i>website</i> PT Bursa Efek Indonesia, serta laporan tugas pengawasan Dewan Komisaris Perseroan. 2. Menerima baik dan menyetujui serta mengesahkan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2016 yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan dengan <i>partner</i> penanggung jawab Lucy Luciana Suhenda SE, AK, CPA dengan opini audit "tanpa modifikasi" (dahulu "wajar tanpa pengecualian") sesuai dengan laporan No. A170519017/DC2/LLS/2017 tanggal 22 Mei 2017, dengan demikian membebaskan anggota Direksi dan Dewan Komisaris Perseroan dari tanggung jawab dan segala tanggungan (<i>acquit et de charge</i>) atas tindakan pengurusan dan pengawasan yang Direksi dan Dewan Komisaris jalankan selama tahun buku 2016, sepanjang tindakan-tindakan mereka tercantum dalam neraca dan laporan laba rugi Perseroan tahun buku 2016. 1. Well-accepted and approved the Company's Annual Report for the fiscal year ended on 31 December 2016, including the Directors' Report and notification of the exercise of Series VI Warrants to be shares throughout 2016 which was Rp75.148.645.700,- with the realization of use of proceed to add or increase the bank's working capital. Realization report of the use of proceed of the exercise of Series VI Warrants to be the Company's shares throughout 2016 has been submitted by the Company to the Financial Services Authority each reporting period with letter No. 023/DIR-EKS/04/16 dated 7 April 2016 and letter No. 019/DIR-EKS/07/16 dated 13 July 2016, and letter No. 029/DIR-EKS/08/16 dated 09 August 2016 in which on those dates, the same were uploaded to the website of PT Bursa Efek Indonesia, as well as the report of supervisory duty of the Company's Board of Commissioners. 2. Well-accepted and approved and ratified the Company's Financial Statements for the fiscal year ended on 31 December 2016, which has been audited by the Public Accounting Firm, Tanudiredja, Wibisana, Rintis & Rekan, with the partner in charge was Lucy Luciana Suhenda SE, AK, CPA, with the audit opinion of "without modification" (formerly "unqualified") in accordance with the report No. A170519017/DC2/LLS/2017 dated 22 May 2017, and therefore, release the members of the Company's Directors and Board of Commissioners from responsibility and any liability (<i>acquit et de charge</i>) for the actions of management and supervision that the Directors and Board of Commissioners executed during the fiscal year of 2016, provided that their actions are contained in the Company's balance sheet and income statement for the fiscal year of 2016.	- Setuju: 6.716.627.149 saham atau 89,59%. - Tidak Setuju: - - Abstain: 780.394.335 saham atau 10,41%. - Agree: 6,716,627,149 shares or 89.59%. - Disagree: - - Abstain : 780,394,335 shares or 10.41%.	Telah direalisasikan sepenuhnya. Fully realized.
Penetapan penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2016. Determining the use of the Company's net income for the fiscal year ended on 31 December 2016.	Menyetujui penetapan penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2016 sebesar Rp100.360.475.499,- dan laba bersih tahun buku 2016 tersebut dipergunakan sebagai berikut: 1. Sebesar Rp.25.000.000.000,00 dibukukan sebagai pembentukan dana cadangan umum guna memenuhi ketentuan pasal 70 Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas dan pasal 24 Anggaran Dasar Perseroan.	- Setuju: 6.716.627.149 saham atau 89,59%. - Tidak Setuju: - - Abstain: 780.394.335 saham atau 10,41%. - Agree: 6,716,627,149 shares or 89.59%. - Disagree: - - Abstain : 780,394,335 shares or 10.41%.	Telah direalisasikan sepenuhnya. Fully realized.

Agenda Agenda	Keputusan Resolution	Pengambilan Suara Voting	Realisasi Realization
	2. Sisanya sebesar Rp.75.360.475.499,00 akan dibukukan sebagai laba ditahan. Dengan demikian, Perseroan tidak memberikan dividen untuk tahun buku 2016. Approved the determination of use of the Company's net income for the fiscal year ended on 31 December 2016 of Rp100,360,475,499 and the net income of the fiscal year of 2016, which would be used as follows. 1. A total of Rp25,000,000,000,- was recorded as the formation of a general reserve fund to comply with the provisions of Article 70 of Law no. 40 of 2007 on Limited Liability Company and Article 24 of the Company's Articles of Association. 2. The remaining of Rp75,360,475,499,- will be recorded as retained earnings. Therefore, the Company did not distribute dividend for 2016 fiscal year.		
Pemberian kuasa dan wewenang kepada Wakil Pemegang Saham untuk menetapkan besarnya honorarium anggota Dewan Komisaris, dan pemberian kuasa dan wewenang kepada Dewan Komisaris untuk menetapkan pembagian tugas dan wewenang anggota Direksi, serta besarnya gaji dan tunjangan para anggota Direksi. Granting power and authority to the Representative of Shareholders to determine the honorarium amount of members of Board of Commissioners, and granting power and authority to Board of Commissioners to determine the division of duties and authority of members of Directors, as well as the amount of salaries and allowances of members of Directors.	1. Menyetujui untuk memberi kuasa dan wewenang kepada wakil Pemegang Saham Perseroan, yaitu PT Victoria Investama Tbk untuk menetapkan besarnya honorarium anggota Dewan Komisaris untuk tahun 2017. 2. Menyetujui pelimpahan kuasa kepada Dewan Komisaris untuk menetapkan pembagian tugas dan wewenang anggota Direksi serta besarnya gaji dan tunjangan para anggota Direksi untuk tahun 2017. 1. Approved the granting of power and authority to representatives of the Company's Shareholders, which is PT Victoria Investama Tbk, to determine the honorarium amount of members of Board of Commissioners for 2017. 2. Approved the transfer of power to Board of Commissioners to determine the division of duties and authority of members of Directors and the amount of salaries and allowances of members of Directors for 2017.	- Setuju: 6.716.627.149 saham atau 89,59%. - Tidak Setuju: - - Abstain: 780.394.335 saham atau 10,41%. - Agree: 6,716,627,149 shares or 89.59%. - Disagree: - - Abstain : 780,394,335 shares or 10.41%.	Telah direalisasikan sepenuhnya. Fully realized.
Pemberhentian dan penunjukan akuntan publik untuk mengaudit buku-buku Perseroan untuk tahun buku 2017 dan pemberian kuasa kepada Dewan Komisaris untuk menetapkan honorarium kantor akuntan publik tersebut serta persyaratan lain penunjukannya. Termination and appointment of public accountant to audit the Company books for 2017 fiscal year and granting power to the Board of Commissioners to determine the fees for the public accountant, and other appointment requirements.	Memberikan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk akuntan publik independen dari kantor akuntan publik independen yang terdaftar di Otoritas Jasa Keuangan, sehubungan dengan masih dalam proses penentuan akuntan publik yang akan mengaudit buku Perseroan, untuk mengaudit Laporan Keuangan Perseroan untuk tahun buku 2017 dengan memperhatikan rekomendasi dari Komite Audit dan melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan jumlah honorarium dan persyaratan lain sehubungan dengan penunjukan akuntan publik tersebut. Granted authority to the Company's Board of Commissioners to appoint independent public accountant from independent public accounting firm that is registered with the Financial Services Authority, in relation to the ongoing process of determining a public accountant to audit the Company's books, to audit the Company's Financial Statements for 2017 fiscal year by considering the recommendations from Audit Committee and transferred authority to the Board of Commissioners to determine the honorarium amount and other requirements related to the appointment of such public accountant.	- Setuju: 6.716.627.149 saham atau 89,59%. - Tidak Setuju: - - Abstain: 780.394.335 saham atau 10,41%. - Agree: 6,716,627,149 shares or 89.59%. - Disagree: - - Abstain : 780,394,335 shares or 10.41%.	Telah direalisasikan sepenuhnya. Fully realized.

DEWAN KOMISARIS

Dewan Komisaris merupakan organ tata kelola Bank yang berperan penting untuk mengawasi kebijakan dan jalannya pengurusan, serta memberi nasihat kepada Direksi dalam rangka mencapai kepentingan Bank. Pelaksanaan peran Dewan Komisaris dilakukan dengan itikad baik, hati-hati, profesional, penuh tanggung jawab, serta atas dasar peraturan perundang-undangan dan Anggaran Dasar Bank.

Dewan Komisaris diangkat dan diberhentikan oleh Pemegang Saham melalui mekanisme RUPS. Dengan demikian, Dewan Komisaris harus mempertanggungjawabkan pelaksanaan tugas dan tanggung jawabnya dalam pelaksanaan RUPS.

TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

1. Tugas dan Kewajiban Secara Umum
 - a. Menetapkan tugas dan wewenang setiap anggota Direksi sebagaimana isi Anggaran Dasar Perseroan.
 - b. Memberikan pengesahan tentang arah kebijakan, strategi usaha dari Rencana Bisnis Bank, baik rencana jangka pendek (program kerja tahunan), jangka menengah, maupun jangka panjang, yang wajib dilaporkan kepada Otoritas Jasa Keuangan.
 - c. Melakukan pengawasan atas pelaksanaan maupun pencapaian Rencana Bisnis.
 - d. Memberikan keputusan tertulis disertai dengan alasan-alasan atas transaksi-transaksi yang diusulkan yang melampaui batas wewenang Direksi.
 - e. Menyetujui dan mengevaluasi kebijakan Manajemen Risiko serta mengevaluasi pertanggungjawaban pelaksanaan Manajemen Risiko.
 - f. Dalam rangka pengendalian Internal, Dewan Komisaris wajib:
 1. Memastikan Direksi menyusun dan memelihara sistem pengendalian internal yang memadai, efektif dan efisien.
 2. Mengkaji efektivitas dan efisiensi sistem pengendalian internal berdasarkan informasi yang diperoleh dari Satuan Kerja Audit Intern (SKAI) paling sedikit 1 (satu) kali dalam 1 (satu) tahun.
 3. Mengkaji kinerja SKAI.
 4. Menunjuk *quality assurance independent* dari pihak eksternal untuk melakukan kaji ulang terhadap kinerja SKAI.
 - g. Menyelenggarakan rapat internal Dewan Komisaris, sekurang-kurangnya 4 (empat) kali dalam 1 (satu) tahun, sesuai dengan ketentuan *Good Corporate Governance*.
 - h. Menghadiri rapat gabungan dengan Direksi untuk membahas perkembangan dari laporan kinerja Direksi minimal 1 (satu) kali dalam 4 (empat) bulan.
 - i. Membuat laporan Dewan Komisaris kepada Otoritas Jasa Keuangan pada setiap akhir semester perihal pengelolaan dan kinerja Bank, termasuk pencapaian target-target rencana bisnis tahunan yang wajib disampaikan dalam batas waktu 2 (dua) bulan setelah bulan laporan.
 - j. Menyampaikan laporan Kepada OJK paling lambat 7 (tujuh) hari kerja sejak ditemukan:

BOARD OF COMMISSIONERS

The Board of Commissioners is a governance organ of the Bank that plays an important role to supervise policies, and the conduct of management, as well as to provide advice to the Board of Directors for the purpose of achieving the interests of the Bank. The role is performed by the Board of Commissioners in a good faith, prudent, professional and fully responsible, as well as in accordance with the laws and regulations and the Bank's Articles of Association.

The Board of Commissioners is appointed and terminated by the Shareholders through a GMS mechanism. Therefore, the Board of Commissioners shall be responsible for undertaking its duties and responsibilities in the conduct of GMS.

DUTIES AND RESPONSIBILITIES OF BOARD OF COMMISSIONERS

1. Duties and Obligations in general
 - a. To determine duties and authority of each member of Directors as stipulated in the Bank's Articles of Association.
 - b. To approve the policy direction, business strategy of the Bank's Business Plan, either short-term (annual work plan), medium-term, and long-term plans, which must be reported to the Financial Services Authority.
 - c. To supervise the implementation and achievement of the Business Plan.
 - d. To provide a written decision accompanied by reasons for the proposed transactions that exceed the limits of the Directors' authority.
 - e. To approve and evaluate the Risk Management policy and evaluate the accountability of Risk Management implementation.
 - f. In implementing internal control, the Board of Commissioners have the following duties:
 1. Ensures the Board of Directors to establish and maintain an adequate, effective and efficient internal control system.
 2. Reviews the effectiveness and efficiency of internal control system based on information obtained from Internal Audit Unit (SKAI) at least once in a year.
 3. Reviews the performance of SKAI.
 4. Appoints an external independent quality assurance to review the performance of SKAI.
 - g. To conduct internal meetings of the Board of Commissioners, at least 4 (four) times a year, in accordance with the provisions of Good Corporate Governance.
 - h. To attend a joint meeting with the Directors to discuss progress of the Directors performance report at least once in 4 (four) months.
 - i. To make a report of the Board of Commissioners to the Financial Services Authority at the end of each semester on the Bank's management and performance, including the achievement of the annual business plan targets that must be submitted within 2 (two) months after the reporting month.
 - j. Submits a report to OJK no later than 7 (seven) work days since the discovery of;

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| <ul style="list-style-type: none"> a. Pelanggaran perundang-undangan di bidang keuangan dan perbankan; dan/atau b. Keadaan atau perkiraan keadaan yang dapat membahayakan kelangsungan usaha Bank. <p>2. Tugas dan Kewajiban Terkait Evaluasi Kinerja Dewan Komisaris dan Direksi</p> <ul style="list-style-type: none"> a. Menyusun <i>Key Performance Indicators</i> (KPI) Dewan Komisaris. b. Melakukan evaluasi kinerja Dewan Komisaris berdasarkan KPI Dewan Komisaris dengan sistem <i>self assessment</i> atau sistem lain untuk kemudian diputuskan dalam rapat Dewan Komisaris. c. Memberikan tanggapan dan rekomendasi mengenai penetapan KPI Direksi pada setiap awal tahun kerja. d. Melakukan evaluasi atas kinerja Direksi berdasarkan KPI Direksi dan memberikan tanggapan kepada Direksi, selanjutnya menyampaikan rekomendasi kepada RUPS. e. Secara rinci, pembagian tugas dan tanggung jawab setiap anggota Dewan Komisaris diatur dalam surat keputusan Dewan Komisaris secara terpisah. | <ul style="list-style-type: none"> a. Violations of financial and banking laws and regulations and/or b. The actual and perceived occurrence that may harm the Bank's business sustainability. <p>2. Duties and Obligations Related to Performance Evaluation of Board of Commissioners and Directors</p> <ul style="list-style-type: none"> a. To develop Key Performance Indicators (KPI) of the Board of Commissioners. b. To evaluate the performance of the Board of Commissioners based on KPI of Board of Commissioners with self assessment system or other system to be determined in the Board of Commissioners' meeting. c. To provide responses and recommendations on KPI establishment for Directors at the beginning of each business year. d. To evaluate the Directors' performance based on the Directors' KPI and respond to the Directors, then submit the recommendation to the GMS. e. In detail, the allocation of duties and responsibilities of each member of the Board of Commissioners is regulated separately on Board of Commissioners' Decree. |
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HAK DAN WEWENANG DEWAN KOMISARIS

Penetapan tugas dan tanggung jawab Dewan Komisaris disertai dengan penetapan hak dan wewenang dalam rangka menjalankan tugas dan tanggung jawab tersebut. Hak Dewan Komisaris diuraikan sebagai berikut:

1. Anggota Dewan Komisaris, baik bersama-sama maupun sendiri-sendiri, setiap waktu dalam jam kerja Bank berhak memasuki pekarangan, gedung dan kantor atau tempat lain yang dipergunakan atau yang dikuasai oleh Bank dan berhak memeriksa semua pembukuan, surat-surat, serta dokumen lainnya, memeriksa dan mencocokkan keadaan uang kas untuk keperluan verifikasi dan lain-lain, memeriksa surat berharga dan memeriksa kekayaan Bank, serta mengetahui segala tindakan yang telah dijalankan oleh Direksi.
2. Memperoleh akses atas informasi Bank secara tepat waktu dan lengkap.
3. Meminta penjelasan tentang segala hal yang dinyatakan atau yang diminta dari Direksi dan segenap anggota Direksi.
4. Membentuk Komite Audit, Komite Pemantau Risiko, Komite Nominasi dan Remunerasi, serta Komite lainnya (jika dianggap perlu) dengan memperhatikan kebutuhan dan kemampuan Bank.
5. Menghadiri rapat Direksi jika diundang Direksi dan memberikan pandangan terhadap hal-hal yang dibicarakan.
6. Mengangkat dan memberhentikan Sekretaris Dewan Komisaris (jika dianggap perlu), untuk memperlancar tugas Dewan Komisaris.
7. Setiap anggota Dewan Komisaris berhak untuk menerima honorarium dan tunjangan atau fasilitas yang jenis dan jumlahnya ditetapkan oleh RUPS dengan memperhatikan ketentuan peraturan perundang-undangan yang berlaku.
8. Mendapatkan sarana dan fasilitas Bank sesuai dengan keputusan RUPS yang penyediaannya disesuaikan dengan kondisi keuangan Bank, azas kepatutan dan kewajaran, serta tidak bertentangan dengan peraturan perundang-undangan yang berlaku.

RIGHTS AND AUTHORITIES OF BOARD OF COMMISSIONERS

The determination of the Board of Commissioners' duties and responsibilities is accompanied by the determination of rights and authority in the framework of performing such duties and responsibilities. The Rights of the Board of Commissioners are described as follows.

1. Members of the Board of Commissioners, either jointly or individually, at any time during the Bank's business hours have the right to enter the yard, building, and office or other place used or controlled by the Bank and are entitled to examine all records, letters, and other documents, to inspect and verify the state of cash for verification purpose and others, to check the securities and the Bank's assets, as well as to know all actions performed by the Directors.
2. To obtain access to the Bank's information in a timely and complete manner.
3. To ask for an explanation of all matters stated or requested from the Directors and all members of Directors.
4. To establish Audit Committee, Risk Monitoring Committee, Nomination and Remuneration Committee, and other Committees (if deemed necessary) by considering the Bank's needs and capabilities.
5. To attend Directors' meetings if invited by the Directors and provide views on matters discussed.
6. To appoint and discharge the Secretary of the Board of Commissioners (if deemed necessary), to facilitate the duties of the Board of Commissioners.
7. Each member of the Board of Commissioners is entitled to receive honorarium and allowances or similar facilities in which the amount is specified by the GMS with due regard to the prevailing laws and regulations.
8. To receive the Bank's facilities in accordance with GMS resolution in which the provision is adjusted to the Bank's financial condition, the principles of decency and fairness, and does not conflict with the applicable laws and regulations.

9. Anggota Dewan Komisaris memiliki hak untuk membela diri, jika anggota Dewan Komisaris diberhentikan sewaktu-waktu oleh RUPS dengan menyebutkan alasannya, maka anggota Dewan Komisaris diberi kesempatan untuk hadir dalam RUPS guna membela diri.

Sedangkan, wewenang Dewan Komisaris diuraikan sebagai berikut:

1. Dewan Komisaris dengan suara terbanyak, setiap waktu, berhak memberhentikan untuk sementara waktu seorang atau lebih anggota Direksi, jika bertindak bertentangan dengan Anggaran Dasar serta peraturan lainnya atau melalaikan kewajibannya atau terdapat alasan yang mendesak bagi Perseroan, termasuk dalam hal Direksi sakit dan tidak dapat menjalankan tugas. Dalam jangka waktu paling lambat 30 hari setelah tanggal pemberhentian sementara, harus diselenggarakan RUPS.
2. Dalam hal jabatan salah seorang anggota Direksi kosong, baik mengundurkan diri maupun diberhentikan, dan penggantinya belum ada atau belum memegang jabatannya, maka Dewan Komisaris berwenang menunjuk salah seorang anggota Direksi untuk menjalankan pekerjaan anggota Direksi lainnya yang kosong tersebut dengan kekuasaan dan wewenang yang sama, dan Direktur tersebut dapat bertindak untuk dan atas nama Direksi serta menunjuk pihak lain untuk mewakili Bank dalam hal terjadi benturan kepentingan Perseroan dengan kepentingan semua anggota Direksi.
3. Menetapkan komposisi Direksi berdasarkan kewenangan yang dilimpahkan oleh RUPS.
4. Mendapatkan informasi dari Direksi Anak Perusahaan terkait dengan kondisi Anak Perusahaan.
5. Dewan Komisaris berwenang menyetujui atau menolak secara tertulis tindakan-tindakan yang dilakukan Direksi, diantaranya sebagai berikut:
 - a. Menerima pinjaman dari siapapun atau menjadi terutang kepada siapapun, badan hukum atau Bank untuk jangka waktu 3 (tiga) tahun atau lebih dan apabila jumlah pinjaman tersebut untuk 1 (satu) kali transaksi melebihi suatu jumlah yang sama dengan 25% dari jumlah modal Bank yang telah disetor penuh dan cadangan-cadangan yang terakhir, sebagaimana sewaktu-waktu ternyata dari laporan keuangan Bank yang telah diperiksa, disahkan dan sebagaimana dinyatakan oleh akuntan publik.
 - b. Memberi pinjaman kepada siapapun juga untuk jangka waktu 1 (satu) tahun atau lebih sesuai dengan peraturan perundang-undangan yang berlaku, apabila jumlah pinjaman tersebut untuk 1 (satu) kali transaksi melebihi 5% (lima persen) dari jumlah modal Bank yang disetor penuh dan cadangan-cadangan yang terakhir, sebagaimana ternyata dari laporan keuangan Bank yang telah diperiksa, disahkan dan sebagaimana dinyatakan oleh akuntan publik.
 - c. Memberi jaminan hutang atau tanggungan untuk seseorang, badan hukum atau Bank, apabila jumlah yang dijamin itu untuk setiap transaksi yang dijamin melebihi suatu jumlah yang sama dengan 5% (lima persen) dari jumlah modal Bank yang disetor penuh dan cadangan-cadangan yang terakhir, sebagaimana sewaktu-waktu ternyata dari laporan keuangan Bank yang terakhir yang telah diperiksa, disahkan dan sebagaimana dinyatakan oleh akuntan publik.

9. If a member of Board of Commissioners is discharged at any time by the GMS by stating the reasons, that member of Board of Commissioners is given a chance to attend the GMS in order to defend him/herself;

Meanwhile, the authority of the Board of Commissioners is described as follows.

1. The Board of Commissioners with the most votes, at all times, has the rights to temporarily suspend one or more members of the Directors, if acting on the contrary to the Articles of Association and other regulations or neglecting the obligations or there is an urgent reason for the Bank, including in the case of the Directors being sick and unable to perform the duties. Within the period of no more than 30 days after the temporary suspension date, GMS must be held.
2. In the event that one position of Directors is vacant, either due to resignation or discharge, and no successor has assumed the office, the Board of Commissioners is authorized to appoint a member of the Directors to carry on the work of the vacant position of Directors with equal power and authority, and this Director may act for and on behalf of the Directors and appoint other party to represent the Bank in the event of a conflict of interest of the Bank with the interest of all members of the Directors.
3. Determining the composition of the Directors based on the authority delegated by the GMS.
4. Obtaining information from the Directors of a Subsidiary related to the Subsidiary condition.
5. The Board of Commissioners is authorized to approve or reject in writing the actions of the Directors, including the following.
 - a. To receive loan from any party or become indebted to any party, legal entity, or Bank for a period of 3 (three) years or more and in the event that the loan amount for 1 (one) transaction exceeds an amount equal to 25% of the Bank's total paid up capital and the latest reserves as may be evident in the Bank's latest financial statements which have been reviewed, approved, and as declared by a public accountant.
 - b. To provide loan to any party for a period of 1 (one) year or more in accordance with the applicable laws and regulations, in the event that the loan amount for 1 (one) transaction exceeds 5% (five percent) of the Bank's total paid up capital and its latest reserves as may be evident in the Bank's financial statements which have been reviewed, approved, and as declared by the public accountant.
 - c. To provide a loan guarantee or cover for a person, legal entity, or Bank, if the event that the guaranteed amount for each guaranteed transaction exceeds the equal amount of 5% (five percent) of the Bank's total paid up capital and the latest reserves as may be evident in the Bank's latest financial statements which have been reviewed, approved, and as declared by a public accountant.

- d. Memasang atau membebankan hak tanggungan, menggadaikan atau dengan cara lain mempertanggungkan kekayaan atau kekayaan-kekayaan Bank untuk setiap transaksi yang merupakan suatu jumlah yang sama dengan atau melebihi 5% (lima persen) dari nilai buku dari seluruh jumlah kekayaan Bank, sebagaimana sewaktu-waktu ternyata dari laporan keuangan Bank yang terakhir yang telah diperiksa, disahkan dan sebagaimana dinyatakan oleh akuntan publik.
- e. Memperoleh, mengalihkan atau melepaskan dengan cara apapun hak-hak atas barang-barang tidak bergerak dan Bank.

MASA JABATAN DEWAN KOMISARIS

Para anggota Dewan Komisaris diangkat untuk jangka waktu terhitung sejak tanggal yang ditetapkan oleh RUPS yang mengangkatnya dan berakhir pada penutupan RUPS Tahunan ketiga pada akhir 1 (satu) periode masa jabatan dimaksud dengan ketentuan 1 (satu) periode masa jabatan anggota Dewan Komisaris adalah 3 (tiga) tahun, dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal, namun demikian dengan tidak mengurangi hak RUPS tersebut untuk memberhentikan anggota Dewan Komisaris tersebut sewaktu-waktu sebelum masa jabatannya berakhir dengan memperhatikan ketentuan Anggaran Dasar.

Anggota Dewan Komisaris setelah masa jabatannya berakhir dapat diangkat kembali sesuai dengan keputusan RUPS.

KRITERIA ANGGOTA DEWAN KOMISARIS

Berdasarkan BOC *Charter*, jumlah anggota Dewan Komisaris paling sedikit beranggotakan 3 (tiga) orang anggota, termasuk Komisaris Independen, yang terdiri dari 1 (satu) orang Komisaris Utama dan 2 (dua) orang Komisaris atau lebih. Seluruh anggota Dewan Komisaris tersebut harus memenuhi persyaratan Dewan Komisaris yang diuraikan sebagai berikut:

- A. Persyaratan Formal
 - 1. Cakap melakukan perbuatan hukum.
 - 2. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
 - a. Tidak pernah dinyatakan pailit.
 - b. Tidak pernah menjadi anggota dan/atau Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu Bank dinyatakan pailit.
 - c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan, dan
 - d. Tidak pernah menjadi anggota dan/atau Dewan Komisaris yang selama menjabat:
 - Pernah tidak menyelenggarakan RUPS tahunan.
 - Pertanggungjawabannya sebagai anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Dewan Komisaris kepada RUPS, dan
 - Pernah menyebabkan Bank yang memperoleh izin, persetujuan, atau pendaftaran dari Otoritas Jasa Keuangan tidak memenuhi

- d. To encumber or charge mortgage, pledge, or otherwise insure the Bank's asset or assets for each transaction which is an amount equal to or exceeding 5% (five percent) of the book value of the Bank's total assets as may be evident in the Bank's latest financial statements which have been reviewed, approved, and as declared by a public accountant.
- e. To obtain, transfer, or waive by any means the rights to immovable and movable property of the Bank.

TERM OF OFFICE OF THE BOARD OF COMMISSIONERS

All members of the Board of Commissioners are appointed for term of office commencing from the date set by GMS that appoints, and ending at the closing of the third Annual GMS on the end of 1 (one) such term of office with a provision of 1 (one) term of office of the Board of Directors is 3 (three) years, considering the laws and regulations in Capital Market without prejudice to the rights of GMS to terminate such members of the Board of Commissioners at any time before their term of office ends by considering the provisions of the Articles of Association.

After the term of office of members of the Board of Commissioners ends, they can be reappointed according to GMS resolution.

CRITERIA OF THE BOARD OF COMMISSIONERS

In accordance with the BOC *Charter*, the number of Board of Commissioner is at least 3 (three) people, including Independent Commissioner, consisting of 1 (one) President Commissioner and 2 (two) or more Commissioners. All members of the Board of Commissioners must meet the requirements of the Board of Commissioners as described below.

- A. Formal Requirements
 - 1. Capable in performing legal actions.
 - 2. Within 5 (five) years before appointment and during the term of office:
 - a. Never being declared bankrupt;
 - b. Never become a member of Board of Commissioners who is found guilty of causing a bank to be declared bankrupt;
 - c. Never been punished for committing a criminal act that is detrimental to state finances and/or related to the financial sector; and
 - d. Never been the member of Board of Commissioners who is during the term of office:
 - Has ever not convening an annual GMS;
 - Has ever had his/her accountability as the member of Board of Commissioners rejected by the GMS or has ever been absent in giving his/her accountability as the member of Board of Commissioners to the GMS;
 - Has ever caused a Bank that obtains permit, approval, or registration from the Financial Services Authority not to fulfill its obligation

kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada Otoritas Jasa Keuangan.

B. Persyaratan Materiil

1. Mempunyai akhlak, moral, dan integritas yang baik.
2. Memiliki komitmen untuk mematuhi peraturan perundang-undangan.
3. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan untuk menjalankan tugasnya.

C. Persyaratan lainnya

1. Anggota Dewan Komisaris tidak diperkenankan merangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris atau Pejabat Eksekutif pada lembaga keuangan (Bank atau Non Bank) dan pada lebih dari 1 (satu) perusahaan bukan lembaga keuangan baik yang berkedudukan di dalam negeri atau luar negeri.
2. Anggota Dewan Komisaris tidak termasuk rangkap jabatan apabila menjabat sebagai Direksi, anggota Dewan Komisaris atau Pejabat Eksekutif yang melaksanakan fungsi pengawasan pada 1 (satu) perusahaan anak Bank yang dikendalikan oleh Bank (konsolidasi).
3. Komisaris non independen tidak termasuk rangkap jabatan dalam menjalankan tugas fungsional dari pemegang saham yang berbentuk badan hukum pada kelompok usaha bank.

to submit its annual report and/or financial statements to the Financial Services Authority.

B. Material Requirements

1. Have good character, morals, and integrity;
2. Has a commitment to comply with the laws and regulations;
3. Has knowledge and/or expertise in the field required to perform the duties.

C. Other requirements

1. Members of the Board of Commissioners are prohibited to hold concurrent position as members of the Board of Directors, Board of Commissioners or Executive Officer in a financial institution (Bank or Non-Bank) and in more than 1 (one) non-financial institution/company both domestically or abroad.
2. Board of Commissioners does not hold any concurrent position as a member of the Board of Directors, Board of Commissioners or Executive Officer who conduct the supervisory function in 1 (one) Bank's subsidiary controlled by the Bank (consolidated).
3. Non-independent Commissioners do not hold concurrent position in performing functional duties of shareholders in a form of legal entities within the Bank's business group.

BOARD OF COMMISSIONERS CHARTER (BOC CHARTER)

Untuk mendukung dan memudahkan Dewan Komisaris dalam memahami dan melaksanakan tugas dan tanggung jawab, serta wewenangnya secara efektif, efisien, transparan, kompeten, independen, serta dapat dipertanggungjawabkan, Bank menyusun *Board of Commissioners Charter* (BOC Charter) PT Bank Victoria International Tbk. Piagam dan pedoman Dewan Komisaris tersebut telah disahkan melalui Surat Keputusan Dewan Komisaris No. 002/SK-KOM/09/18 tanggal 20 September 2018.

BOC Charter Bank Victoria disusun berdasarkan Undang-Undang Perseroan Terbatas, Surat Edaran Bank Indonesia tentang Pelaksanaan *Good Corporate Governance* bagi bank Umum, Peraturan Otoritas Jasa Keuangan tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, serta Anggaran Dasar Bank.

BOC Charter tersebut berisi:

A. Pendahuluan

1. Latar Belakang
2. Maksud dan Tujuan
3. Landasan dan Peraturan Perundang-undangan
4. Daftar Istilah

B. Dewan Komisaris

1. Fungsi Dewan Komisaris
2. Keanggotaan Dewan Komisaris
3. Program Pengenalan dan Peningkatan Kapabilitas
4. Etika Jabatan Dewan Komisaris
5. Tugas dan Kewajiban Dewan Komisaris
6. Wewenang Dewan Komisaris
7. Hak Dewan Komisaris
8. Ketentuan Rapat Dewan Komisaris
9. Evaluasi Kinerja Dewan Komisaris
10. Organ dan Komite Pendukung Dewan Komisaris

BOARD OF COMMISSIONERS CHARTER (BOC CHARTER)

In order to support and allow the Board of Commissioners to understand and perform their duties and responsibilities, as well as authority in an effective, efficient, transparent, competent, and independent, and accountable manner, the Bank prepares the Board of Commissioners Charter (BOC Charter) of PT Bank Victoria International Tbk. The Charter and Board Manual of Board of Commissioners have been ratified by Decree of Board of Commissioner No. 002/SK-KOM/09/18 dated 20 September 2018.

The BOC Charter of Bank Victoria is prepared based on the Limited Liability Company Laws, Circular Letter of Bank Indonesia on the Implementation of Good Corporate Governance for Commercial Banks, Financial Services Authority Regulation on the Directors and Board of Commissioners of Issuers or Public Company, and the Bank's Articles of Association.

BOC Charter consists of:

A. Foreword

1. Background
2. Purpose and Objective
3. Basis and Laws and Regulations
4. List of Terms

B. Board of Commissioners

1. Functions of Board of Commissioners
2. Membership of Board of Commissioners
3. Orientation Program and Capacity Building
4. Code of Ethics of the Position of Board of Commissioners
5. Duties and Obligations of the Board of Commissioners
6. Authority of the Board of Commissioners
7. Rights of Board of Commissioners
8. Provisions of Board of Commissioners' Meeting
9. Performance Assessment of the Board of Commissioners
10. Organs and Committees Supporting the Board of Commissioners

- C. Kegiatan antar Organ Bank
D. Penutup

Uraian lebih jelas mengenai isi BOC *Charter* Bank Victoria dapat dilihat pada situs *web* Bank bagian Tata Kelola (<http://www.victoriabank.co.id/pdf/1602SKKOM002.pdf>).

KOMPOSISI DAN DASAR PENGANGKATAN DEWAN KOMISARIS

Komposisi Dewan Komisaris paling sedikit terdiri dari 3 (tiga) orang anggota termasuk Komisaris Independen, yang terdiri dari:

1. Seorang Komisaris Utama.
2. 2 (dua) orang Komisaris atau lebih.

Selama tahun 2018 telah terjadi beberapa kali perubahan komposisi Dewan Komisaris. Perubahan komposisi Dewan Komisaris adalah sebagai berikut.

PERIODE 1 JANUARI 2018 – 22 NOVEMBER 2018

Dewan Komisaris Bank Victoria beranggotakan 4 (empat) orang, yang terdiri dari 1 (satu) orang Komisaris Utama, 2 (dua) orang Komisaris Independen, dan 1 (satu) orang Komisaris. Informasi terkait komposisi keanggotaan Dewan Komisaris, periode dan dasar pengangkatannya diuraikan sebagai berikut:

- C. Activity among the Bank's Organs
D. Closure

Further explanation on the content of Bank Victoria's BOC Charter can be viewed on the Bank's website on Governance section (<http://www.victoriabank.co.id/pdf/001SKKOM1117.pdf>).

COMPOSITION AND BASIS OF APPOINTMENT FOR BOARD OF COMMISSIONER

The composition of the Board of Commissioners consists of at least 3 (three) members including the Independent Commissioner, comprising:

1. A President Commissioner
2. 2 (two) or more Commissioners

Throughout 2018 there have been several changes in the composition of the Board of Commissioners. Changes in the composition of the Board of Commissioners are as follows.

PERIOD OF 1 JANUARY 2018 – 22 NOVEMBER 2018

The Board of Commissioners of Bank Victoria has members of 4 (four) members, consisting of 1 (one) President Commissioner, 2 (two) Independent Commissioners, and 1 (one) Commissioner. Information concerning the composition of members of the Board of Commissioners, the period and basis of appointment is described as the following:

Tabel Komposisi dan Dasar Pengangkatan Dewan Komisaris
Table of Composition and Basis of Appointment of the Board of Commissioners

Nama Name	Jabatan Position	Pelaksana Organizer	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Oliver Simorangkir	Komisaris Utama / President Commissioner	Otoritas Jasa Keuangan Financial Services Authority	Akta Berita Acara RUPS Tahunan No. 131 tanggal 26 Juni 2015. Deed of Minutes of Annual GMS No. 131 dated 26 June 2015 Akta Berita Acara RUPS Tahunan No. 96 tanggal 24 Juni 2016 Deed of Minutes of Annual GMS dated 24 June 2016	15 September 2015 15 September 2015
Gunawan Tenggarahardja	Komisaris/Komisaris Independen / Independent Commissioner / Commissioner	Bank Indonesia Bank Indonesia	Akta Berita Acara RUPS Luar Biasa No. 32 tanggal 24 Februari 2003 Deed of Meeting of Extraordinary GMS No. 32 dated 24 February 2003 Akta Berita Acara RUPS Luar Biasa No. 48 tanggal 19 Desember 2007 Deed of Minutes of Extraordinary GMS No. 48 dated 19 December 2007 Akta Berita Acara RUPS Tahunan No. 81 tanggal 25 Juni 2010 Deed of Minutes of Extraordinary GMS No. 81 dated 25 June 2010 Akta Berita Acara RUPS Tahunan No. 122 tanggal 28 Juni 2013 Deed of Minutes of Extraordinary GMS No. 122 dated 28 June 2013	Sebagai Komisaris: 22 April 2003 As the Commissioner: 22 April 2003 Sebagai Komisaris Independen: 13 September 2007 As the Independent Commissioner: 13 September 2007

Nama Name	Jabatan Position	Pelaksana Organizer	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
			Akta Berita Acara RUPS Tahunan No. 96 tanggal 24 Juni 2016 Deed of Minutes of Extraordinary GMS No. 96 dated 24 June 2016	
Zaenal Abidin, PhD	Komisaris/Komisaris Independen / Commissioner/ Independent Commissioner	Bank Indonesia Bank Indonesia	Akta Berita Acara RUPS Tahunan No. 119 tanggal 29 Juni 2012 Deed of Minutes of Annual GMS No. 119 dated 29 June 2012 Akta Berita Acara RUPS Tahunan No. 122 tanggal 28 Juni 2013 Deed of Minutes of Annual GMS No. 122 dated 28 June 2013 Akta Berita Acara RUPS Tahunan No. 96 tanggal 24 Juni 2016 Deed of Minutes of Annual GMS No. 96 dated 24 June 2016	27 September 2012 27 September 2012
Debora Wahjutirto Tanoyo*)	Komisaris / Commissioner	Otoritas Jasa Keuangan Financial Services Authority	Akta Berita Acara RUPS Luar Biasa No. 29 tanggal 18 November 2016 Deed of Minutes of Extraordinary GMS No. 29 dated 18 November 2016	17 Februari 2017 17 February 2017

*) Berhenti menjabat sejak tanggal 22 November 2018. / End of term of office as of 22 November 2018.

PERIODE 22 NOVEMBER 2018 - SEKARANG

Berdasarkan keputusan RUPS Tahunan Tahun 2018, menyetujui pengangkatan Ibu Debora Wahjutirto Tanoyo sebagai Direktur Perseroan, pengangkatan tersebut yang berlaku efektif terhitung sejak diperoleh persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatuhan (*fit and proper test*) dan memenuhi peraturan perundang-undangan yang berlaku serta memberhentikan dengan hormat Ibu Debora Wahjutirto Tanoyo sebagai Komisaris Perseroan apabila pengangkatan tersebut telah mendapat persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatuhan (*fit and proper test*).

Sehingga Dewan Komisaris Bank Victoria periode 22 November 2018 sampai sekarang beranggotakan 3 (tiga) orang, yang terdiri dari 1 (satu) orang Komisaris Utama dan 2 (dua) orang Komisaris Independen. Informasi terkait komposisi keanggotaan Dewan Komisaris, periode dan dasar pengangkatannya diuraikan sebagai berikut.

PERIOD OF 22 NOVEMBER 2018 – CURRENT

In accordance with the Annual GMS year 2018, it has been the appointment of Ms. Debora Wahjutirto Tanoyo as the Company's Director which will be effective upon the obtaining approval from the Financial Services Authority on the assessment of fit and proper and having met the applicable laws and regulations, and terminated Ms. Debora Wahjutirto Tanoyo with respect as the Company's Commissioner if such appointment has obtained approval from the Financial Services Authority.

Thus, the Board of Commissioners of Bank Victoria for the period of 22 November 2018 until present has 3 (three) members, consisting of 1 (one) President Commissioner and 2 (two) Independent Commissioner. Information on the composition of members of the Board of Commissioners, the period and the basis of appointment is described as the following:

Tabel Komposisi dan Dasar Pengangkatan Dewan Komisaris

Table of Composition and Basis of Appointment of the Board of Commissioners

Nama Name	Jabatan Position	Pelaksana Organizer	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Oliver Simorangkir	Komisaris Utama / President Commissioner	Otoritas Jasa Keuangan Financial Services Authority	Akta Berita Acara RUPS Tahunan No. 131 tanggal 26 Juni 2015. Deed of Minutes of Annual GMS No. 131 dated 26 June 2015 Akta Berita Acara RUPS Tahunan No. 96 tanggal 24 Juni 2016 Deed of Minutes of Annual GMS No. 96 dated 24 June 2016	15 September 2015 15 September 2015

Nama Name	Jabatan Position	Pelaksana Organizer	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Gunawan Tenggarahardja	Komisaris/Komisaris Independen / Commissioner/ Independent Commissioner	Bank Indonesia Bank Indonesia	Akta Berita Acara RUPS Luar Biasa No. 32 tanggal 24 Februari 2003 Deed of Minutes of Extraordinary GMS No. 32 dated 24 February 2003 Akta Berita Acara RUPS Luar Biasa No. 48 tanggal 19 Desember 2007 Deed of Minutes of Extraordinary GMS No. 48 dated 19 December 2007 Akta Berita Acara RUPS Tahunan No. 81 tanggal 25 Juni 2010 Deed of Minutes of Extraordinary GMS No. 81 dated 25 June 2010 Akta Berita Acara RUPS Tahunan No. 122 tanggal 28 Juni 2013 Deed of Minutes of Extraordinary GMS No. 122 dated 28 June 2013 Akta Berita Acara RUPS Tahunan No. 96 tanggal 24 Juni 2016 Deed of Minutes of Extraordinary GMS No. 96 dated 24 June 2016	Sebagai Komisaris: 22 April 2003 As the Commissioner: 22 April 2003 Sebagai Komisaris Independen: 13 September 2007 As the Independent Commissioner: 13 September 2007
Zaenal Abidin, PhD	Komisaris/Komisaris Independen / Commissioner/ Independent Commissioner	Bank Indonesia Bank Indonesia	Akta Berita Acara RUPS Tahunan No. 119 tanggal 29 Juni 2012 Deed of Minutes of Annual GMS No. 119 dated 29 June 2012 Akta Berita Acara RUPS Tahunan No. 122 tanggal 28 Juni 2013 Deed of Minutes of Annual GMS No. 122 dated 28 June 2013 Akta Berita Acara RUPS Tahunan No. 96 tanggal 24 Juni 2016 Deed of Minutes of Annual GMS No. 96 dated 24 June 2016	27 September 2012 27 September 2012

PROGRAM ORIENTASI BAGI KOMISARIS BARU

1. Untuk Anggota Dewan Komisaris yang baru diangkat, wajib diberikan Program Pengenalan mengenai kondisi Bank secara umum.
2. Penanggungjawab atas program pengenalan tersebut adalah Sekretaris Perusahaan atau siapapun yang menjalankan fungsi sebagai Sekretaris Perusahaan.
3. Peningkatan kapabilitas dinilai agar Dewan Komisaris dapat selalu memperbaharui informasi tentang perkembangan terkini dari bisnis Bank dan peraturan perundang-undangan yang berlaku dan sebagai bentuk antisipasi atas masalah yang timbul di kemudian hari bagi keberlangsungan dan kemajuan Bank.
4. Program orientasi bagi Komisaris baru meliputi dan tidak terbatas pada hal-hal berikut ini:
 - a. Pemberian Informasi yang terdapat pada situs laman Bank.
 - b. Pengenalan tentang seluruh Sistem dan Prosedur yang terdapat pada Intranet PT Bank Victoria International Tbk.
 - c. Membawa keliling ke kantor cabang-kantor cabang terutama kantor cabang besar.
 - d. Menginformasikan hal-hal yang terdapat di dalam Laporan Tahunan.

ORIENTATION PROGRAM FOR NEW MEMBERS OF THE BOARD OF COMMISSIONERS

1. The newly appointed members of the Board of Commissioners are required to follow an Orientation Program about the general conditions of the Bank.
2. The person responsible for such orientation program is the Corporate Secretary or any person performing the function as the Corporate Secretary.
3. The capacity building is assessed, so that the Board of Commissioners is able to update information on the current development of the Bank's business and the prevailing laws and regulations, as an anticipation of the potential problem occurring in the future that may affect the sustainability and the progress of the Bank.
4. The orientation program for new members of Commissioners includes but not limited to the following aspects:
 - a. Information provided on the Bank's website.
 - b. Introduction to the entire System and Procedures contained on the intranet of PT Bank Victoria International Tbk.
 - c. Taking around to branch offices particularly to the large branch offices.
 - d. Informing matters contained in the Annual Report.

PEMBIDANGAN TUGAS PENGAWASAN DEWAN KOMISARIS

Untuk mengefektifkan peran Dewan Komisaris, dilakukan pembagian tugas diantara anggota Dewan Komisaris dengan mempertimbangkan pembagian tugas Direksi. Pembagian tugas diantara anggota Dewan Komisaris ditujukan agar pelaksanaan tugas masing-masing anggota Dewan Komisaris secara teknis pada aspek yang dibidangi dapat berjalan lancar, efektif dan efisien, sesuai tanggung jawab dan wewenang masing-masing sehingga terdapat kejelasan tentang peran anggota Dewan Komisaris, baik secara kolektif maupun individual.

Adapun pembagian fungsi, tugas dan tanggung jawab Dewan Komisaris sebagai berikut:

DIVISION OF SUPERVISORY DUTIES OF THE BOARD OF COMMISSIONERS

To make the role of the Board of Commissioners effective, the division of duties amongst the Board of Commissioners is made by considering the division of duties of the Board of Directors. The division of duties amongst members of the Board of Commissioners technically on the aspects concerned can be conducted smoothly, effectively and efficiently, according to responsibilities and authorities of each member, so that there is clarity of about the roles of members of the Board of Commissioners both collectively and individually.

Meanwhile, the division of functions, duties and responsibilities of the Board of Commissioners is as follows:

Tabel Pembidangan Tugas Dewan Komisaris
Table of Division of Duties of the Board of Commissioners

Nama Name	Jabatan Position	Bidang Tugas Field of Duty
Oliver Simorangkir	Komisaris Utama / President Commissioner	1. <i>Treasury & International Banking.</i> 2. <i>Finance & Accounting.</i> 3. <i>Operations.</i> 4. <i>Loan Operations.</i> 5. <i>Corporate Legal.</i> 6. <i>Credit Legal.</i>
Gunawan Tenggarahardja	Komisaris/Komisaris Independen / Commissioner / Independent Commissioner	1. Perkreditan Kredit Korporasi, Kredit Komersil, Kredit Konsumer, Kredit Perusahaan Pembiayaan dan Kredit SME/UKM. / Credit of Corporate Credit, Commercial Credit, Consumer Credit, Financing Corporate Credit and Small Medium Enterprise (SME) Credit 2. <i>Retail Banking, Branch Banking Network & Performance.</i> 3. <i>SKAI/Integrated & Anti Fraud.</i> 4. <i>Information Technology.</i> 5. <i>Human Capital & General Affair.</i>
Zaenal Abidin, PhD	Komisaris/Komisaris Independen / Commissioner / Independent Commissioner	1. <i>Good Corporate Governance.</i> 2. <i>Compliance, KYC/Integrated and System Procedure.</i> 3. <i>Risk Management/Integrated.</i> 4. Tata Kelola Terintegrasi/Integrated Corporate Governance. Corporate Governance/ Integrated Corporate Governance.
Debora Wahjutirto Tanoyo*)	Komisaris / Commissioner	1. <i>Human Capital Management.</i> 2. <i>Accounting and Financial Control.</i> 3. <i>Treasury and Retail Banking.</i>

*) Berhenti menjabat sejak tanggal 22 November 2018. / Ceased serving as of 22 November 2018.

KEBIJAKAN KEBERAGAMAN DEWAN KOMISARIS DAN PENERAPANNYA

Dalam rangka mengupayakan penguatan peran, fungsi dan tugas Dewan Komisaris, Bank Victoria telah menyusun Kebijakan Keberagaman Komposisi *Board of Commissioners and Board of Directors* PT Bank Victoria International Tbk yang telah disahkan melalui Surat Keputusan Dewan Komisaris No. 001/SK-KOM/12/16 tanggal 14 Desember 2016. Kebijakan keberagaman tersebut disusun berdasarkan Surat Edaran Otoritas Jasa Keuangan tentang Pedoman Tata Kelola Perusahaan Terbuka. Berdasarkan kebijakan keberagaman tersebut, komposisi Dewan Komisaris harus memperhatikan persyaratan minimum serta keseimbangan pengetahuan, keahlian, dan pengalaman masing-masing anggota Dewan Komisaris.

Pada periode 2018, keberagaman komposisi Dewan Komisaris yang tercermin dalam pendidikan, pengalaman kerja, usia dan jenis kelamin, dapat dilihat sebagaimana dalam tabel di bawah ini:

DIVERSITY OF POLICY OF THE BOARD OF COMMISSIONERS AND ITS IMPLEMENTATION

With a view to strengthen the role, functions and duties of the Board of Commissioners, Bank Victoria has determined Diversity of Policy in the Composition of the Board of Commissioners and the Board of Directors of PT Bank Victoria International Tbk which has been endorsed through a Decree of the Board of Commissioners No. 001/SK-KOM/12/16 dated 14 December 2016. Such diversity of Policy has been compiled according to a Circular of the Financial Services Authority concerning the Guideline for Corporate Governance in Public Companies. In accordance with such diversity of policy, the composition of the Board of Commissioners shall take into account the minimum requirements as well as the balance of knowledge, competence and experience of each member of the Board of Commissioners.

In the period of 2018, the diversity of policy in the composition of the Board of Commissioners reflected in education, work experience, age and gender is shown in the following table:

Tabel Kebijakan Keberagaman Komposisi Dewan Komisaris**Table of Diversity of Policy in the Composition of the Board of Commissioners**

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman kerja Work Experience	Keahlian Competence
Oliver Simorangkir	Komisaris Utama President Commissioner	68 tahun 68 years	Laki-laki Male	Sarjana Ekonomi Akuntansi Bachelor of Economics Accounting	- <i>Officer Development Program</i> di PT Bank Niaga Tbk (1980-1981). - <i>Sub Manager Staff Internal Audit</i> di PT Bank Niaga Tbk (1981-1983). - <i>Assistant Manager-Department Head of Credit Administration</i> Cabang Utama Jakarta di PT Bank Niaga Tbk (1983-1985). - Kepala Divisi Operasional Cabang Utama Jakarta di PT Bank Niaga Tbk (1985-1987). - <i>Senior Manager-Wakil Pimpinan</i> Cabang Thamrin di PT Bank Niaga Tbk (1987-1988). - <i>Assistant Vice President-Manager in Charge</i> Sentralisasi Operasional Wilayah Jakarta di PT Bank Niaga Tbk (1988-1989). - <i>Vice President Operasional-Manager in Charge</i> Wilayah Jakarta di PT Bank Niaga Tbk (1990-1994). - <i>Group Head Operation System and Procedure Head Office</i> di PT Bank Niaga Tbk (1994-1998). - <i>Group Head Corporate Planning and Accounting Control Head Office</i> di PT Bank Niaga Tbk (1998-2000). - <i>Senior Vice President – General Manager</i> Internal Audit di PT Bank Permata Tbk (2001-2003). - Direktur Kepatuhan dan Manajemen Risiko di PT Bank Victoria International Tbk (2005-2008). - Direktur Operasi dan Sistem di PT Bank Victoria International Tbk (2008-2015). - Komisaris Utama di PT Bank Victoria International Tbk (2015-sekarang) - Development Program at PT Bank Niaga Tbk (1980-1981). - Sub Manager Staff Internal Audit at PT Bank Niaga Tbk (1981-1983). - Assistant Manager-Department Head of Credit Administration at the Main Branch of Jakarta at PT Bank Niaga Tbk (1983-1985). - Head of Operational Division at the Main Branch of Jakarta at PT Bank Niaga Tbk (1985-1987). - Senior Manager-Deputy Manager of Thamrin Branch at PT Bank Niaga Tbk (1987-1988). - Assistant Vice President-Manager in Charge of the Operational Centralization of Jakarta Region at PT Bank Niaga Tbk (1988-1989). - Vice President Operational-Manager in Charge of Jakarta Region at PT Bank Niaga Tbk (1990-1994). - Group Head of Operational System and Procedure Head Office at PT Bank Niaga Tbk (1994-1998). - Group Head of Corporate Planning and Accounting Control Head Office at PT Bank Niaga Tbk (1998-2000). - Senior Vice President – General Manager of Internal Audit at PT Bank Permata Tbk (2001-2003).	Perbankan dan audit Banking and audit

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman kerja Work Experience	Keahlian Competence
Gunawan Tenggarahardja	Komisaris/ Komisaris Independen Commissioner/ Independent Commissioner	63 tahun 63 years	Laki-laki Male	Sarjana Teknik Sipil Bachelor of Civil Engineering	- Director of Compliance and Risk Management at PT Bank Victoria International Tbk (2005-2008). - Director of Operation and System at PT Bank Victoria International Tbk (2008-2015). - President Commissioner at PT Bank Victoria International Tbk. (2015-current)	Perbankan dan bisnis Banking and business
Zaenal Abidin, PhD	Komisaris/ Komisaris Independen Commissioner/ Independent Commissioner	55 tahun 55 years	Laki-laki Male	- Sarjana Ekonomi - Master Manajemen - Doctor of Philosophy - Bachelor Economy - Master Management - Doctor of Philosophy	- <i>Pro Manager Treasury</i> dan Analisa di Bidang Dana Perbankan (1989-1992). - Dosen di Perbanas Institute (1993-2015) - Dosen di STIE IBS (2013-sekarang). - Koordinator Staf Khusus Bidang Riset Asosiasi Perbanas (2011-2012). - Peneliti Senior GCG pada Indonesia Institute Corporate Governance (2008-sekarang). - Komisaris Independen di PT Bank Victoria International Tbk (2012-sekarang). - Pro Manager Treasury Analysis in Banking Fund Sector (1989-1992). - Lecturer at Perbanas Institute (1993-2015) - Lecturer at STIE IBS (2013-current). - Coordinator of Special Staff in the Research Field of Perbanas Association (2011-2012). - Senior Researcher of GCG at Indonesia Institute Corporate Governance (2008-present). - Independent Commissioner at PT Bank Victoria International Tbk (2012-current).	Perbankan dan <i>Good Corporate Governance</i> Banking and Good Corporate Governance

Hubungan Keuangan, Keluarga dan Kepengurusan Komisaris Financial Relationship, Family and Management of Commissioner															
Nama Name	Jabatan Position	Hubungan Keuangan Dengan Financial Relationship with						Hubungan Keluarga Dengan Family Relationship With						Hubungan Kepengurusan Management Relationship	
		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Controlling Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Controlling Shareholders			
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Zaenal Abidin, PhD	Komisaris/ Komisaris Independen Commissioner/ Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Debora Wahjutiarto Tanovo*)	Komisaris Commissioner		✓		✓	✓			✓		✓	✓			✓

*) Berhenti menjabat sejak tanggal 22 November 2018. / Ceased serving as of 22 November 2018.

KEBIJAKAN RANGKAP JABATAN DEWAN KOMISARIS

Dewan Komisaris dapat melakukan rangkap jabatan sesuai dengan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum, serta peraturan turunannya, sepanjang yang bersangkutan tidak mengabaikan pelaksanaan tugas dan tanggung jawab sebagai anggota Dewan Komisaris Bank. Berdasarkan peraturan tersebut, ketentuan rangkap jabatan Dewan Komisaris diuraikan sebagai berikut:

- Anggota Dewan Komisaris dilarang melakukan rangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris atau Pejabat Eksekutif:
 - Pada lembaga keuangan atau perusahaan keuangan, baik bank maupun bukan bank;
 - Pada lebih dari 1 (satu) lembaga bukan keuangan atau perusahaan bukan keuangan, baik yang berkedudukan di dalam maupun di luar negeri.
- Tidak termasuk rangkap jabatan sebagaimana dimaksud pada poin 1 dalam hal:
 - Anggota Dewan Komisaris menjabat sebagai anggota Direksi, anggota Dewan Komisaris atau Pejabat Eksekutif yang melaksanakan fungsi pengawasan pada 1 (satu) Anak Perusahaan bukan bank yang dikendalikan oleh Bank;
 - Komisaris Non Independen menjalankan tugas fungsional dari Pemegang Saham Bank yang berbentuk badan hukum pada kelompok usaha Bank; dan/atau
 - Anggota Dewan Komisaris menduduki jabatan pada organisasi atau lembaga nirlaba.

Sesuai dengan ketentuan tersebut, beberapa anggota Dewan Komisaris Bank Victoria melakukan rangkap jabatan sebagaimana diuraikan berikut:

CONCURRENT POSITION POLICY OF THE BOARD OF COMMISSIONERS

The Board of Commissioners may take the concurrent position according to the Regulation of the Financial Services No. 55/POJK.03/2016 concerning the Application of Governance of Commercial Banks, as well as its derivative regulations, insofar as the concerned parties do not neglect to perform the duties and responsibilities of members of the Board of Commissioners. Pursuant to the said regulation the provision on concurrent position of the Board of Commissioners is described as the following:

- Members of the Board of Commissioners are not allowed to take concurrent position as members of the Board of Directors, members of the Board Commissioners, or Executive Officers as the following:
 - At a financial institution or financial company, either a bank or non-bank;
 - At more than 1 (one) non-financial institution or non-financial company, having domiciled either in the country or abroad.
- Excluding in the concurrent positions as referred to in point 1, in the event of the following:
 - Members of the Board of Commissioners serving as the Board of Directors, members of the Board of Commissioners or Executive Officers performing supervisory function at 1 (one) non-bank Subsidiary controlled by the Bank;
 - Non-independent Commissioners performing functional duties from the Bank's Shareholders in the form of legal body in the Bank's business group; and/or
 - Members of the Board of Commissioners serving a position in an organization or non-profit institution.

In accordance with these provisions, several members of Bank Victoria's Board of Commissioners hold concurrent positions as described below:

Tabel Rangkap Jabatan Dewan Komisaris
Table of Concurrent Positions of the Board of Commissioners

Nama Name	Jabatan Position	Jabatan pada Perusahaan/ Instansi Lain Position at Companies/ Other Institutions	Nama Perusahaan/ Instansi Lain Name of Companies/Other Institutions
Oliver Simorangkir	Komisaris Utama President Commissioner	-	-
Gunawan Tenggarahardja	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	Komisaris Independen Independent Commissioner	PT Jakarta Setiabudi Internasional Tbk.
Zaenal Abidin, PhD	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	-	-
Debora Wahjurtirto Tanoyo*)	Komisaris Commissioner	Direktur Director	PT Victoria Investama Tbk.

*) Berhenti menjabat sejak tanggal 22 November 2018. / Ceased serving as of 22 November 2018.

PENGELOLAAN BENTURAN KEPENTINGAN DEWAN KOMISARIS

Dewan Komisaris menjalankan tugas dan tanggung jawabnya secara profesional dan independen, tanpa intervensi dari organ tata kelola Bank lainnya. Pelaksanaan tugas tersebut dilakukan sesuai dengan strategi, target, visi dan misi Bank, serta untuk kepentingan Bank. Terkait hal tersebut, Dewan Komisaris harus menghindari terjadinya benturan kepentingan dalam setiap pengambilan keputusan. Dalam hal terjadi benturan kepentingan, anggota Dewan Komisaris dilarang mengambil tindakan yang dapat merugikan Bank atau mengurangi keuntungan Bank, serta wajib mengungkapkan benturan kepentingan dalam setiap keputusan.

Untuk meminimalisir terjadinya benturan kepentingan, maka setiap anggota Dewan Komisaris diwajibkan untuk menandatangani Pakta Integritas yang berisikan komitmen bahwa dalam melaksanakan tugasnya, anggota Dewan Komisaris tidak akan melakukan hal-hal yang dapat menimbulkan konflik kepentingan. Pakta Integritas tersebut disimpan dan diadministrasikan oleh Sekretaris Dewan Komisaris.

KEPEMILIKAN SAHAM DEWAN KOMISARIS

Berdasarkan Peraturan Otoritas Jasa Keuangan tentang Penerapan Tata Kelola bagi Bank Umum, Dewan Komisaris wajib mengungkapkan kepemilikan saham yang mencapai 5% (lima persen) atau lebih, baik pada Bank Victoria maupun pada bank dan perusahaan lain, yang berkedudukan di dalam dan di luar negeri. Pengungkapan kepemilikan saham anggota Dewan Komisaris pada Bank Victoria, bank lain atau perusahaan lain ditunjukkan sebagai berikut:

MANAGEMENT OF CONFLICT OF INTEREST OF THE BOARD OF COMMISSIONERS

The Board of Commissioners performs its duties and responsibilities professionally and independently, without being interfered by other governing organs of the Bank. The duties are performed according to strategy, target, vision and mission of the Bank as well as for the interests of the Bank. For this, the Board of Commissioners shall avoid conflict of interests to occur in any decision making. In the event of a conflict of interest, members of the Board of Commissioners shall not take any action that will harm the Bank or reduce the Bank's profits. Therefore, members of the Board of Commissioners are required to disclose the conflict of interest in any decision making.

To minimize the conflict of interest to occur, each member of the Board of Commissioners is required to sign an Integrity Treaty containing a commitments that in carrying out duties, members of the Board Commissioners shall not take any action that may incur a conflict of interest. The Integrity Treaty is safekeeping and administered by a Secretary of the Board of Commissioners.

SHARES OWNERSHIP OF THE BOARD OF COMMISSIONERS

Pursuant to the Regulation of the Financial Services Authority concerning the Application of Governance for Commercial Banks, the Board of Commissioners is required to disclose shares ownership of 5% (five) percent or above, at Bank Victoria or other banks and companies having domiciled in the country and abroad. The disclosure of shares ownership of the Board of Commissioners at Bank Victoria, other banks or companies is shown in the following:

Tabel Kepemilikan Saham Dewan Komisaris
Table of Shares Ownership of the Board of Commissioners

Nama Name	Jabatan Position	Kepemilikan Saham Shares Ownership			
		Bank Victoria	Bank Lain Other Banks	Lembaga Keuangan Non Bank Non-bank Financial Institution	Perusahaan Lain Other companies
Oliver Simorangkir	Komisaris Utama President Commissioner	-	-	-	-
Gunawan Tenggarahardja	Komisaris/Komisaris Independen Commissioner/ Independent Commissioner	-	-	-	-
Zaenal Abidin, PhD	Komisaris/Komisaris Independen Commissioner/ Independent Commissioner	-	-	-	-
Debora Wahjutirto Tanoyo*)	Komisaris Commissioner	-	-	√	√

*) Berhenti menjabat sejak tanggal 22 November 2018. / Ceased serving as of 22 November 2018.

KOMISARIS INDEPENDEN

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum, serta peraturan turunannya, Bank wajib memiliki Komisaris Independen paling sedikit 50% (lima puluh persen) dari jumlah anggota Dewan Komisaris. Komisaris Independen yang dimaksud adalah anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau Pemegang Saham Pengendali, atau hubungan dengan Bank yang dapat mempengaruhi kemampuan untuk bertindak independen. Komposisi Dewan Komisaris Bank Victoria Per 31 Desember 2018 berjumlah 3 (tiga) orang anggota dengan 2 (dua) orang diantaranya sebagai Komisaris Independen yang berarti 50% (lima puluh persen) dari Komisaris yang ada dan telah memenuhi ketentuan Bank Indonesia/OJK.

KRITERIA PENENTUAN KOMISARIS INDEPENDEN

Berdasarkan ketentuan Otoritas Jasa Keuangan tersebut, maka Komisaris Independen Bank harus memenuhi persyaratan:

1. Tidak memiliki hubungan keuangan dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau Pemegang Saham Pengendali, yakni tidak menerima penghasilan, bantuan keuangan, atau pinjaman dari:
 - a. Anggota Direksi dan/atau anggota Dewan Komisaris Bank;
 - b. Perusahaan yang Pemegang Saham Pengendalinya adalah anggota Direksi dan/atau anggota Dewan Komisaris Bank; dan/atau
 - c. Pemegang Saham Pengendali Bank.

INDEPENDENT COMMISSIONER

Pursuant to Financial Services Authority Regulation No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Bank, and its derivative regulations, the Bank must have Independent Commissioner at least 50% (fifty percent) of the number of members of the Board of Commissioners. Independent Commissioner is member of Board of Commissioners who does not have financial, management, share ownership, and/or family relationship with members of Directors, other members of Board of Commissioners, and/or Controlling Shareholders or relationship with the Bank that may affect the ability to act independently. As of 31 December 2018, Bank Victoria's Board of Commissioners composed of 3 (three) members, including 2 (two) Independent Commissioners or 50% (fifty percent) of existing Commissioners, and has met the regulation of Bank Indonesia/OJK.

CRITERIA FOR DETERMINING INDEPENDENT COMMISSIONER

Under the regulation of the Financial Services Authority, the Bank's Independent Commissioner shall meet the following requirements:

1. Having no financial relationship with members of the Board of Directors, other members of the Board of Commissioners, and/or the Controlling Shareholders, namely not receiving income, financial assistance, or loan from:
 - a. Members of the Board of Directors and/or members of the Board of Commissioners;
 - b. Companies in which its Controlling Shareholders are members of the Board of Directors and/or members of the Bank's Board of Commissioners; and/or
 - c. The Bank's Controlling Shareholders.

2. Tidak memiliki hubungan kepengurusan dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau Pemegang Saham Pengendali, yakni tidak menduduki jabatan sebagai:
 - a. Anggota Direksi atau anggota Dewan Komisaris pada perusahaan yang anggota Dewan Komisarisnya menjadi anggota Direksi dan/atau anggota Dewan Komisaris Bank;
 - b. Anggota Direksi atau anggota Dewan Komisaris pada perusahaan yang Pemegang Saham Pengendalinya adalah anggota Direksi dan/atau anggota Dewan Komisaris Bank; dan/atau
 - c. Anggota Direksi, anggota Dewan Komisaris, atau Pejabat Eksekutif pada perusahaan Pemegang Saham Pengendali Bank.
 3. Tidak memiliki hubungan kepemilikan dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau Pemegang Saham Pengendali, yakni tidak menjadi pemegang saham pada:
 - a. Perusahaan yang secara bersama-sama dimiliki oleh anggota Direksi, anggota Dewan Komisaris, dan/atau Pemegang Saham Pengendali Bank sehingga bersama-sama menjadi Pemegang Saham Pengendali pada perusahaan tersebut; dan/atau
 - b. Perusahaan Pemegang Saham Pengendali Bank.
 4. Tidak memiliki hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau Pemegang Saham Pengendali, yakni tidak memiliki hubungan keluarga sampai dengan derajat kedua, baik hubungan vertikal maupun hubungan horizontal, termasuk mertua, menantu dan ipar.
 5. Tidak memiliki hubungan dengan bank yang dapat mempengaruhi kemampuan untuk bertindak independen, yakni tidak memiliki hubungan dalam bentuk:
 - a. Kepemilikan saham Bank dengan jumlah kepemilikan lebih dari 5% (lima persen) dari modal disetor Bank; dan/atau
 - b. Menerima atau memberi penghasilan, bantuan keuangan, atau pinjaman dari atau kepada Bank yang menyebabkan pihak yang memberi penghasilan, bantuan keuangan atau pinjaman memiliki kemampuan untuk mempengaruhi (*controlling influence*) pihak yang menerima penghasilan, bantuan keuangan atau pinjaman, seperti:
 - Pihak terafiliasi; dan/atau
 - Transaksi keuangan dengan Bank yang dapat mempengaruhi kelangsungan usaha Bank dan/atau pihak yang melakukan transaksi keuangan.
 6. Mantan anggota Direksi Bank atau mantan Pejabat Eksekutif Bank atau pihak yang mempunyai hubungan dengan Bank, yang dapat mempengaruhi kemampuan untuk bertindak independen, tidak dapat menjadi Komisaris Independen pada Bank, sebelum menjalani masa tunggu (*cooling off*) paling singkat 1 (satu) tahun. Ketentuan masa tunggu tersebut tidak berlaku bagi mantan anggota Direksi atau mantan Pejabat Eksekutif yang memiliki tugas hanya melakukan fungsi pengawasan paling sedikit 1 (satu) tahun.
2. Having no management relationship with members of the Board of Directors, members of other Board of Commissioners, and/or the Controlling Shareholders, namely not serving the following positions:
 - a. Members of the Board of Directors at companies in which its members of the Board of Commissioners are members of the Board of Directors and/or members of the Bank's Board of Commissioners.
 - b. Members of the Board of Directors or members of the Board of Commissioners at companies in which its Controlling Shareholders are member of the Board of Directors and/or members of the Bank's Board Commissioners; and/or
 - c. Members of the Board of Directors, members of the Board of Commissioners, or Executive Officers at the companies of the Bank's Shareholders.
 3. Having no ownership relationship he Board of Commissioners, or Executive Officers at the Controlling Shareholders' companies of the Bank. with members of the Board of Directors, members of other Board of Commissioners, and/or the Controlling Shareholders, namely not being shareholders at the following:
 - a. Companies that are jointly owned by members of the Board of Directors, members of the Board of Commissioners, and/or the Bank's Controlling Shareholders, so that together become the Controlling Shareholders at the said companies; and/or
 - b. Companies of the Bank's Controlling Shareholders.
 4. Having no family relationship with members of the Board of the Directors, members of other Board of Commissioners, and/or the Controlling Shareholders, namely not having family relationship until the second level, both vertical and horizontal relationship, including in-laws, son-in-law and brother-in-law.
 5. Having no relationship with banks that may influence the ability to act independently, namely has no any relationship in terms of the following:
 - a. Shares ownership of the bank amounting with total ownership of more than 5% (five percent) of Paid-up Capital of the Bank; and/or
 - b. Receiving or giving income party, financial assistance or loans from or to the Bank causing giving income parties, financial assistance or loans that have ability to influence (*controlling influence*) the receiving income parties, financial assistance or loans, such as:
 - Affiliated parties; and/or
 - Financial transactions with the Bank that may influence the bussines sustainability of the Bank and/or parties conducting financial transactions.
 6. Former members of the Bank's Board of Directors or former the Bank's Executive Officers or Parties having relationship with the Bank which may influence the ability to act independently, are not allowed to be Independent Commissioners at the Bank, before undergoing the cooling off period with of at least 1 (one) year. The provisions of such cooling off period do not apply to the former members of the Board of Directors or former Executive Officers that conduct duties of supervisory function only for at least 1 (one) year.

Komisaris Independen yang telah menjabat selama 2 (dua) periode masa jabatan berturut-turut dapat diangkat kembali pada periode selanjutnya sebagai Komisaris Independen, dalam hal:

1. Rapat anggota Dewan Komisaris menilai bahwa Komisaris Independen tetap dapat bertindak independen; dan
2. Komisaris Independen menyatakan dalam RUPS mengenai independensi yang bersangkutan.

PERNYATAAN KOMISARIS INDEPENDEN

Sesuai dengan peraturan Otoritas Jasa Keuangan (OJK), pengangkatan kembali Komisaris Independen Bank yang telah menjabat selama 2 (dua) periode atau lebih wajib disertai dengan penyampaian Pernyataan Independensi Komisaris Independen kepada Otoritas Jasa Keuangan (OJK). Redaksional penyampaian pernyataan independensi adalah sebagai berikut:

Surat Pernyataan Independen PT Bank Victoria International Tbk

Saya yang bertanda tangan di bawah ini :
 Nama :
 Tempat/tanggal lahir :
 Alamat domisili (copy KTP/SIM terlampir) :
 Nomor telepon rumah :
 Jabatan :
 Nama perusahaan :
 Nomor telepon perusahaan :

Dengan ini menyatakan bahwa saya:

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak Independen sebagaimana diatur dalam ketentuan Pelaksanaan *Good Corporate Governance* bagi Bank Umum.
2. Apabila dikemudian hari, saya ditemukan memiliki hubungan-hubungan sebagaimana dimaksud pada butir 1 di atas, maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

(.....)

RAPAT DEWAN KOMISARIS

Rapat Dewan Komisaris dapat diadakan setiap waktu apabila dianggap perlu oleh salah seorang anggota Dewan Komisaris atau atas permintaan tertulis 1 (satu) pemegang saham atau lebih yang (bersama-sama) memiliki sedikitnya 1/10 (satu per sepuluh) bagian dari jumlah semua saham dengan hak suara yang sah yang dikeluarkan Bank. Rapat Dewan Komisaris secara berkala paling kurang 1 (satu) kali dalam 2 (dua) bulan.

Rapat Dewan Komisaris wajib dihadiri oleh seluruh anggota Dewan Komisaris secara fisik paling kurang 2 (dua) kali dalam setahun, dan apabila anggota Dewan Komisaris tidak dapat menghadiri rapat Dewan Komisaris secara fisik, maka dapat menghadiri rapat melalui teknologi *teleconference*.

An Independent Commissioner that has served within 2 (two) periods of terms of office respectively may be reappointed as the Independent Commissioners, in terms of the following:

1. Meetings of members of the Board of Commissioners assess that the Independent Commissioner is still able to act independently; and
2. The Independent Commissioner declares in GMS about its independence.

PERNYATAAN KOMISARIS INDEPENDEN

In accordance with the Financial Services Authority regulation, the reappointment of the Bank's Independent Commissioner who has served for 2 (two) or more periods must be accompanied by the submission of Independence Statement of the Independent Commissioner to the OJK. Editorial submission of statement of independence is as follows:

Statement of Independence PT Bank Victoria International Tbk

I, the undersigned below: :
 Name :
 Place/date of birth :
 (copy of National ID/Driving License attached) :
 Home phone number :
 Position :
 Company name :
 Company phone number :

Herewith state that I:

1. Do not have financial relationship, management relationship, share ownership and/or family relationship with other members of Board of Commissioners, Directors, and/or Controlling Shareholders or relationship with the Bank, which may affect my ability to act independently as stipulated in the provisions of Good Corporate Governance Implementation for Commercial Banks.
2. In the event that in the future I am found to have the relationships as referred to in item 1 above, I am willing to give up my position as Independent Commissioner and am willing to be replaced.

(.....)

BOARD OF COMMISSIONERS' MEETING

The Board of Commissioners' meeting can be held at any time if deemed necessary by a member of the Board of Commissioners or at a written request of 1 (one) or more shareholders who (collectively) have at least 1/10 (one-tenth) of the total shares having valid voting rights issued by the Bank. Periodic Meetings of the Board of Commissioners held at least 1 (one) time in 2 (two) months.

The meeting of the Board of Commissioners must be attended by all members of the Board of Commissioners physically at least 2 (two) times a year, and if members of the Board of Commissioners cannot physically attend the Board of Commissioners' meetings, they can attend the meeting through the teleconference technology.

Rapat Dewan Komisaris dapat dilangsungkan, sah dan berhak mengambil keputusan yang mengikat apabila dihadiri secara fisik atau secara telekonferensi lebih dari ½ (satu per dua) bagian dari jumlah anggota Dewan Komisaris. Dewan Komisari menjadwalkan rapat untuk tahun berikutnya sebelum berakhirnya tahun buku.

Rapat Dewan Komisaris hanya sah dan dapat mengambil keputusan yang mengikat apabila lebih dari 50% (lima puluh persen) dari jumlah anggota Dewan Komisaris yang hadir dan/atau diwakili. Keputusan Rapat Dewan Komisaris diambil berdasarkan musyawarah untuk mufakat, jika keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, maka keputusan harus diambil berdasarkan suara setuju lebih dari ½ (satu per dua) dari jumlah anggota Dewan Komisaris yang hadir dan/atau diwakili.

Hasil rapat Dewan Komisaris dituangkan dalam risalah rapat ditandatangani oleh Pimpinan Rapat dan salah seorang anggota Dewan Komisaris yang hadir dan/atau diwakili dalam rapat tersebut, dan disampaikan kepada seluruh anggota Dewan Komisaris.

Rencana rapat Dewan Komisaris di tahun 2018 adalah sebagai berikut:

1. Rapat Dewan Komisaris dilaksanakan 1 (satu) kali dalam 2 (dua) bulan.
2. Rapat gabungan Dewan Komisaris bersama Direksi diselenggarakan setiap 1 (satu) kali dalam 1 (satu) bulan. Adapun agenda dan jadwal rapat sebagai berikut:

Materi Agenda	Jadwal Rapat Meeting Schedule
1. Kinerja Keuangan Financial performance	Setiap bulan pada tahun 2018 Every month in 2018
2. Pencapaian Rencana Bisnis Bank (Perbandingan Realisasi dengan Target Kualitatif dan Kuantitatif) Achievements of the Bank's Business Plan (quantitative and qualitative realization vs target)	

3. Rapat Dewan Komisaris bersama Direktorat diselenggarakan setiap 1 (satu) kali dalam 6 (enam) bulan dengan materi rencana kerja Direktorat, strategi dan *action plan* untuk mencapai target tahun 2018 dan bersama Kepala Divisi (Direksi optional) diselenggarakan setiap 1 (satu) kali dalam 4 (empat) bulan dengan materi masalah-masalah operasional, serta bersama Kepala Divisi *Special Asset Management* (Direksi optional) diselenggarakan setiap 1 (satu) kali dalam 2 (dua) bulan. Adapun materi dan jadwal rapat sebagai berikut:

Materi Agenda	Jadwal Rapat Meeting Schedule
1. Rencana Kerja Direktorat, Strategi dan <i>Action Plan</i> untuk mencapai target tahun 2018 (Direktorat Direktur Utama, Direktorat Wakil Direktur Utama, Direktorat <i>Business</i> , Direktorat Kredit, dan Direktorat Kepatuhan dan Manajemen Risiko). The respective Directorate's work plan, strategy, and action plan to achieve target in 2018 (President Director, Deputy President Director, Directorates of, respectively, Business, Credit, and Compliance & Risk Management).	Setiap semester pada tahun 2018 Every semester in 2018
2. Masalah-masalah Operasional (<i>Operational Issue</i>) (Divisi <i>Operational</i> dan <i>Internal Control</i> , Divisi Administrasi Perkreditan, Divisi Biro Hukum dan Legal, Divisi <i>Finance</i> dan Akuntansi, Divisi <i>Human Capital</i> , dan Divisi <i>General Affair</i>). Operational issues, (Divisions of, respectively, Operations & Internal Control, Credit Administration, Legal, Finance & Accounting, Human Capital, and General Affairs).	
3. Penanganan <i>Non Performing Loan</i> (NPL), Agunan Yang Diambil Alih (AYDA) dan <i>Write Off</i> . Handling of Non-Performing Loans (NPLs), foreclosed assets (AYDA), and write-off.	

The Board of Commissioners' meeting can be held, valid and reserves the right to make binding resolutions if attended physically or by teleconference more than ½ (one-half) of the total members of the Board of Commissioners. The Board of Commissioners schedules meetings for the following year before the end of the financial year.

Board of Commissioners meeting is considered valid and can make binding decisions if more than 50% (fifty percent) of total members of the Board of Commissioners are present and/or represented. Decision of the Board of Commissioners' Meeting is taken based on deliberation for consensus and if decision is not reached, then decision must be made based on an agreed vote of at least ½ (one per two) of the total of Board of Commissioners' members present and/or represented.

Results of the Board of Commissioners' meeting are stated in the minutes of the meeting signed by the Chairman of the Meeting and one of the Board of Commissioners' members present and/or represented at the meeting, and submitted to all members of the Board of Commissioners.

Board of Commissioners' meetings in 2018 are scheduled as follow:

1. Meetings of Board of Commissioners will be held 1 (one) time every 2 (two) months.
2. Joint meetings of Board of Commissioners and Board of Directors will be held 1 (one) time every 1 (one) month.

The agenda and schedule of meetings are as follows:

3. Meetings of Board of Commissioners with Directorates will be held 1 (one) time every 6 (six) months with agenda: the respective Directorate's work plan, strategy, and action plan to achieve target in 2018 with Division Heads (optional for Board of Directors) will be held 1 (one) time every 4 (four) months with agenda: issues in operations; with Special Asset Management Division Head (optional for Board of Directors) will be held 1 (one) time every 2 (two) months. Agenda and schedule of meetings are as follow:

4. Pelaksanaan rapat tersebut setiap hari Rabu dan Jumat serta dapat berkembang dan berubah sesuai kebutuhan.

4. Meetings are held on Wednesday and Friday with additional agenda as deemed necessary.

AGENDA, TANGGAL DAN PESERTA RAPAT DEWAN KOMISARIS

Rapat Dewan Komisaris

Sepanjang tahun 2018, agenda, tanggal dan peserta Rapat Dewan Komisaris adalah sebagai berikut:

AGENDA, DATE AND PARTICIPANTS OF MEETINGS OF THE BOARD OF COMMISSIONERS

Meeting of The Board of Commissioners

Throughout 2018, agenda, dates and participants of meetings of the Board of Commissioners were the following:

Tabel Rapat Dewan Komisaris

Table of Meeting of the Board of Commissioners

No.	Tanggal Date	Agenda Rapat Agenda of Meeting	Peserta Rapat Participant of Meeting	Hadir/ Tidak Hadir Present/Absence	Alasan Ketidakhadiran Reason of Absence
1.	7 Februari 2018 7 February 2018	Pengunduran Diri Direktur Bisnis. Resignation of the Director of Bussines	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutirto Tanoyo*)	Hadir / Present Hadir / Present Hadir / Present Tidak Hadir / Absent	- - - Cuti / on leave
2.	4 April 2018 4 April 2018	Pembahasan Revisi RBB 2018-2020. Discussion on RBB Revision of 2018-2020	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutirto Tanoyo*)	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	- - - -
3.	6 April 2018 6 April 2018	Pembatalan Pencalonan Direktur Bisnis Sdri. Rolytha Sayuli Manullang. Cancellation of Nomination for Director of Business, Ms. Rolytha Sayuli Manullang.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutirto Tanoyo*)	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	- - - -
4.	18 April 2018 18 April 2018	Pengangkatan Pengurus Perseroan. Appointment of the Company's Management	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutirto Tanoyo*)	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	- - - -
5.	13 Juli 2018 13 July 2018	Fokus Pengawasan Dewan Komisaris. Supervision Focus of the Board of Commissioners	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutirto Tanoyo*)	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	- - - -
6.	25 Juli 2018 25 July 2018	1. Penyesuaian Tugas dan Wewenang Anggota Direksi dan Anggota Dewan Komisaris. 2. Prosedur persetujuan dan Wewenang Komite Kredit Pusat. 3. Rencana Penyelenggaraan RUPSLB. 1 Adjustment in Duties and Responsibilities of Members of the Board of Directors and Members of the Board of Commissioners 2. Procedure for Approval and Responsibilities of the Central Credit Committee 3. Plan on the Conduct of Extraordinary Shareholders.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutirto Tanoyo*)	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	- - - -

No.	Tanggal Date	Agenda Rapat Agenda of Meeting	Peserta Rapat Participant of Meeting	Hadir/ Tidak Hadir Present/Absence	Alasan Ketidakhadiran Reason of Absence
7.	3 Agustus 2018 3 August 2018	Rekomendasi dan Penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik tahun 2018 Recommendation and Appointment of Public Accountant and/or Public Accountant Firm in 2018	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD	Hadir / Present Hadir / Present Hadir / Present	- - -
8.	30 November 2018 30 November 2018	1. Perubahan Struktur Organisasi. 2. Penyesuaian Tugas dan Wewenang Anggota Direksi dan Anggota Dewan Komisaris, serta Penyesuaian Prosedur Persetujuan dan Wewenang Komite Kredit Pusat. 1. Change in the Organization Structure 2. Adjustment in Duties and Responsibilities of Members of the Board of Directors and Members of the Board of Commissioners, as well as Adjustment in Procedure for Approval and Duties of the Central Credit Committee	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD	Hadir / Present Hadir / Present Hadir / Present	- - -

*) Berhenti menjabat sejak tanggal 22 November 2018. / Ceased serving as of 22 November 2018.

Rapat Gabungan Dewan Komisaris Dengan Direksi

Sepanjang tahun 2018, agenda, tanggal dan peserta Rapat Gabungan Dewan Komisaris dengan Direksi adalah sebagai berikut:

Joint Meeting of The Board of Commissioners and The Board of Directors

Throughout 2018, agenda, date and participants of the Joint Meetings of the Board of Commissioners and the Board of Directors were the following:

Tabel Rapat Gabungan Dewan Komisaris
Table of Joint Meeting of the Board of Commissioners

No.	Tanggal Rapat Meeting Date	Agenda Rapat Agenda of Meeting	Peserta Rapat - Dewan Komisaris Participants of Meeting of the Board of Commissioners	Hadir/ Tidak Hadir Present/ Absence	Keterangan Description	Peserta Rapat - Direksi Participant of the Board of Directors	Hadir/ Tidak Hadir Absence/ Present	Keterangan Description
1.	24 Januari 2018 24 January 2018	1. Kinerja Keuangan Posisi 31 Desember 2017. 2. Paparan Direksi. 3. Corporate IB & Core Banking Project. 4. PSAK 71 Project. 1. Financial Performance as of January 2018 2. Presentation of the Board of Directors 3. Corporate IB & Core Banking Project. 4. PSAK of 71 Projects	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutiarto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Daniel Budirahayu **) Rusli Rita Gosal ***) Ramon M. Runtu Tamunan	Hadir Present Hadir Present Hadir Present Hadir Present Hadir Present	
2.	14 Februari 2018 14 February 2018	1. Kinerja Keuangan posisi 31 Januari 2018. 2. Paparan Direksi. 1. Financial Performance as of 31 January 2018 2. Presentation of the Board of Directors.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutiarto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Daniel Budirahayu**) Rusli Rita Gosal***) Ramon M. Runtu Tamunan	Hadir Present Hadir Present Tidak Hadir Absent Hadir Present Tidak Hadir Absent	Cuti / on leave Dinas / Business Trip

No.	Tanggal Rapat Meeting Date	Agenda Rapat Agenda of Meeting	Peserta Rapat - Dewan Komisaris Participants of Meeting of the Board of Commissioners	Hadir/ Tidak Hadir Present/ Absence	Keterangan Description	Peserta Rapat - Direksi Participant of the Board of Directors	Hadir/ Tidak Hadir Absence/ Present	Keterangan Description
3.	14 Maret 2018 14 March 2018	1. Kinerja Keuangan posisi 28 Februari 2018. 2. Paparan Direksi. 1. Financial Performance as of 28 February 2018 2. Presentation of the Board of Directors.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutiarto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Daniel Budirahayu**) Rusli Ramon M. Runtu Tamunan	Hadir Present Hadir Present Hadir Present Hadir Present	
4.	11 April 2018 11 April 2018	Kinerja Keuangan posisi 31 Maret 2018. Financial Performance as of 31 March 2018	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutiarto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Daniel Budirahayu**) Rusli Ramon M. Runtu Tamunan	Hadir Present Hadir Present Hadir Present Hadir Present	
5.	13 April 2018 13 April 2018	1. Kinerja Keuangan posisi 11 April 2018. 2. Paparan Direksi. 1. Financial Performance as of 11 April 2018 2. Presentation of the Board of Directors	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutiarto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Daniel Budirahayu**) Rusli Ramon M. Runtu Tamunan	Hadir Present Hadir Present Hadir Present Hadir Present	
6.	16 Mei 2018 16 May 2018	Kinerja Keuangan posisi 11 Mei 2018. Financial Performance as of 11 May 2018	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutiarto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Daniel Budirahayu**) Rusli Ramon M. Runtu Tamunan	Hadir Present Hadir Present Hadir Present Hadir Present	
7.	21 Mei 2018 21 May 2018	NPL dan <i>Core Value</i> . NPL and Core Value.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutiarto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Rusli Ramon M. Runtu Tamunan	Hadir Present Hadir Present Hadir Present	
8.	18 Juli 2018 18 July 2018	1. Kinerja Keuangan posisi 30 Juni 2018 dan <i>Update IFRS 9</i> . 2. <i>Update Corebanking Project</i> . 3. <i>Update SME Project</i> . 1. Financial Performance at 30 June 2018 and IFRS 9 Update. 2. Update the Corebanking Project. 3. Update the SME Project.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutiarto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Rusli Ramon M. Runtu Tamunan	Hadir Present Hadir Present Hadir Present	

No.	Tanggal Rapat Meeting Date	Agenda Rapat Agenda of Meeting	Peserta Rapat - Dewan Komisaris Participants of Meeting of the Board of Commissioners	Hadir/ Tidak Hadir Present/ Absence	Keterangan Description	Peserta Rapat - Direksi Participant of the Board of Directors	Hadir/ Tidak Hadir Absence/ Present	Keterangan Description
9.	20 Juli 2018 20 July 2018	1. Kinerja Keuangan proyeksi 30 Juni 2018. 2. Paparan Direksi. 1. Financial Performance as of 30 June 2018 2. Presentation of the Board of Directors.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutirto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Rusli Ramon M. Runtu Tamunan	Hadir Present Hadir Present Hadir Present	
10.	7 September 2018 7 September 2018	1. Kinerja Keuangan posisi 31 Agustus 2018. 2. Paparan Direksi. 1. Financial Performance as of 31 August 2018 2. Presentation of the Board of Directors.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutirto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Rusli Ramon M. Runtu Tamunan	Hadir Present Tidak Hadir Absence Hadir Present	Cuti / on leave
11.	12 Oktober 2018 14 November 2018	1. Kinerja Keuangan posisi 30 September 2018. 2. Pembahasan <i>Business Improvement</i> . 3. Paparan Direksi. 1. Financial Performance as of 30 September 2018 2. Discussion of Business Improvement 3. Presentation of the Board of Directors.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutirto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Rusli Ramon M. Runtu Tamunan	Hadir Present Hadir Present Hadir Present	
12.	14 November 2018 14 November 2018	Kinerja Keuangan posisi 31 Oktober 2018. Financial Performance as of 31 October 2018	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutirto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Ahmad Fajar****) Rusli Lembing****) Ramon M. Runtu Tamunan	Hadir Present Hadir Present Hadir Present Hadir Present Hadir Present	
13.	23 November 2018 23 November 2018	Kinerja Keuangan proyeksi posisi 31 Oktober 2018. Financial Performance as of 31 October 2018	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Debora Wahjutirto Tanoyo*)	Hadir Present Hadir Present Hadir Present Hadir Present		Ahmad Fajar****) Rusli Lembing****) Ramon M. Runtu Tamunan	Hadir Present Hadir Present Hadir Present Hadir Present Hadir Present	

No.	Tanggal Rapat Meeting Date	Agenda Rapat Agenda of Meeting	Peserta Rapat - Dewan Komisaris Participants of Meeting of the Board of Commissioners	Hadir/ Tidak Hadir Present/Absence	Keterangan Description	Peserta Rapat - Direksi Participant of the Board of Directors	Hadir/ Tidak Hadir Absence/ Present	Keterangan Description
14.	14 Desember 2018 14 December 2018	1. Kinerja Keuangan posisi 30 November 2018 dan 12 Desember 2018 dibandingkan dengan pencapaian target RBB 2018. 2. Pipeline Bisnis dan target <i>achievement</i> Desember 2018. 3. Lain-Lain. 1. Financial Performance as of 30 November 2018 and 12 December 2018 compared to target achievement of RBB. 2. Pipeline Business and target achievement in December 2018 3. Others	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD	Hadir Present Hadir Present Hadir Present		Ahmad Fajar*****) Rusli Debora Wahjutiarto Tanoyo*****) Lembing*****) Ramon M. Runtu Tamunan	Hadir Present Hadir Present Hadir Present Hadir Present Hadir Present Hadir Present	

*) Berhenti menjabat sejak tanggal 22 November 2018. / Held the position until 22 November 2018.

**) Berhenti menjabat sejak tanggal 18 Mei 2018. / Held the position until 18 May 2018.

***) Berhenti menjabat sejak tanggal 18 Mei 2018. / Held the position until 18 May 2018.

*****) Menjabat sejak tanggal 30 Oktober 2018. / Held the position starting 30 October 2018.

*****) Menjabat sejak tanggal 22 November 2018. / Held the position starting 22 November 2018.

Rapat Gabungan Dewan Komisaris dengan Direktorat, Kepala Divisi, dan Kepala Divisi Special Asset Management

Joint Meeting of the Board of Commissioners with the Directorate, Head of Division, and Head of the Special Asset Management Division

No	Tanggal Rapat Meeting Date	Agenda Rapat Agenda of Meeting	Peserta Rapat Participants of Meeting	Hadir/ Tidak Hadir Present/Absence	Keterangan Description
1	23 Agustus 2018 23 August 2018	Pembahasan dan realisasi <i>Net Performing Loan Write Off</i> , dan Aset yang Diambil Alih Juli-Agustus 2018. Discussion and realization of Net Performing Loan Write Off, and Assets Taken Over July-August 2018.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Ramon M. Runtu Duisa Labora	Hadir Present Hadir Present Hadir Present Hadir Present Hadir Present	
2	5 September 2018 5 September 2018	Pembahasan dan realisasi <i>Net Performing Loan Write Off</i> , dan Aset yang Diambil Alih Agustus-September 2018. Discussion and realization of Net Performing Loan Write Off, and Assets Taken Over August-September 2018.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Ramon M. Runtu Duisa Labora	Hadir Present Hadir Present Hadir Present Hadir Present Hadir Present	

No	Tanggal Rapat Meeting Date	Agenda Rapat Agenda of Meeting	Peserta Rapat Participants of Meeting	Hadir/ Tidak Hadir Present/Absence	Keterangan Description
3	21 September 2018 21 September 2018	Tindak lanjut Pembahasan dan realisasi <i>Net Performing Loan Write Off</i> , dan Aset yang Diambil Alih September 2018. Follow-up on the Discussion and realization of the <i>Net Performing Loan Write Off</i> , and Assets Taken Over September 2018.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Ramon M. Runtu Duisa Labora	Hadir Present Hadir Present Tidak Hadir Absence Hadir Present Hadir Present	
4	17 Oktober 2018 17 October 2018	Pembahasan dan realisasi <i>Net Performing Loan Write Off</i> , dan Aset yang Diambil Alih September-Oktober 2018. Discussion and realization of <i>Net Performing Loan Write Off</i> , and Assets Taken Over September-October 2018.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Ramon M. Runtu Duisa Labora	Hadir Present Hadir Present Hadir Present Hadir Present Hadir Present	
5	9 November 2018 9 November 2018	Pembahasan dan realisasi <i>Net Performing Loan Write Off</i> , dan Aset yang Diambil Alih Oktober-November 2018. Discussion and realization of <i>Net Performing Loan Write Off</i> , and Assets Taken Over October-November 2018.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Ramon M. Runtu Duisa Labora	Hadir Present Hadir Present Hadir Present Hadir Present Hadir Present	
6	7 Desember 2018 7 December 2018	Pembahasan dan realisasi <i>Net Performing Loan Write Off</i> , dan Aset yang Diambil Alih November-Desember 2018. Discussion and realization of <i>Net Performing Loans Write Off</i> , and Assets Taken Over November - December 2018.	Oliver Simorangkir Gunawan Tenggarahardja Zaenal Abidin, PhD Ramon M. Runtu Duisa Labora	Hadir Present Hadir Present Tidak Hadir Absence Hadir Present Tidak Hadir Absence	

MEETING FREQUENCY AND ATTENDANCE

FREKUENSI DAN KEHADIRAN RAPAT

Tabel Frekuensi dan Kehadiran Rapat Dewan Komisaris

Table of Meeting Frequency and Attendance of the Board of Commissioners

Nama Name	Jabatan Position	Rapat Dewan Komisaris Board of Commissioners Meeting			Rapat Gabungan Dewan Komisaris dengan Direksi Joint Meeting of Board of Commissioners and Board of Directors			Rapat Gabungan Dewan Komisaris Dengan Direktorat, Kepala Divisi, Dan Kepala Divisi <i>Special Asset Management</i> Joint Meeting of the Board of Commissioners with the Directorate, Head of Division, and Head of Division of Special Asset Management		
		Jumlah dan (%) Kehadiran Amount and (%) Attendance			Jumlah dan (%) Kehadiran Amount and (%) Attendance			Jumlah dan (%) Kehadiran Amount and (%) Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance Amount	%	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance Amount	%	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance Amount	%
Oliver Simorangkir	Komisaris Utama President Commissioner	8	8	100%	14	14	100%	6	6	100%

Nama Name	Jabatan Position	Rapat Dewan Komisaris Board of Commissioners Meeting			Rapat Gabungan Dewan Komisaris dengan Direksi Joint Meeting of Board of Commissioners and Board of Directors			Rapat Gabungan Dewan Komisaris Dengan Direktorat, Kepala Divisi, Dan Kepala Divisi <i>Special Asset Management</i> Joint Meeting of the Board of Commissioners with the Directorate, Head of Division, and Head of Division of Special Asset Management		
		Jumlah dan (%) Kehadiran Amount and (%) Attendance			Jumlah dan (%) Kehadiran Amount and (%) Attendance			Jumlah dan (%) Kehadiran Amount and (%) Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance Amount	%	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance Amount	%	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance Amount	%
Gunawan Tenggarahardja	Komisaris/ Komisaris Independen Commissioner / Independent Commissioner	8	8	100%	14	14	100%	6	6	100%
Zaenal Abidin, PhD	Komisaris/ Komisaris Independen Commissioner / Independent Commissioner	8	8	100%	14	14	100%	6	6	100%
Debora Wahjutiarto Tanoyo*)	Komisaris Commissioner	6	5	83%	13	13	100%	-	-	-

*) Berhenti menjabat sejak tanggal 22 November 2018. / Ceased serving as of 22 November 2018.

KEBIJAKAN REMUNERASI DEWAN KOMISARIS

Uraian terkait Kebijakan Remunerasi Dewan Komisaris dapat dilihat pada Bagian Penerapan Tata Kelola Remuenerasi Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

KEPUTUSAN, REKOMENDASI DAN PELAKSANAAN TUGAS DEWAN KOMISARIS

Surat Keputusan yang diterbitkan Dewan Komisaris selama tahun 2018 adalah sebagai berikut:

1. Surat Keputusan Dewan Komisaris No. 001/SK-KOM/02/18 tgl 7 Februari 2018 tentang Pelimpahan Tugas dan Tanggung Jawab Direktur Bisnis kepada Wakil Direktur Utama.
2. Surat Keputusan Dewan Komisaris No. 001/SK-KOM/09/18 tanggal 5 September 2018 tentang Prosedur Persetujuan dan Wewenang Komite Kredit Pusat.
3. Surat Keputusan Dewan Komisaris tentang No. 001/SK-KOM/12/18 tanggal 3 Desember 2018 tentang Pembagian Tugas dan Wewenang Anggota *Board Of Directors*.
4. Surat Keputusan Dewan Komisaris tentang No. 002/SK-KOM/09/18 tanggal 20 September 2018 tentang BOC Charter.
5. Surat Keputusan Dewan Komisaris tentang No. 003/SK0KOM/09/18 tanggal 20 September 2018 tentang Pedoman Komite Nominasi dan Remunerasi.
6. Surat Keputusan Dewan Komisaris tentang No. 004/SK-KOM/09/18 tanggal 21 September 2018 tentang Piagam dan Pedoman Kerja Komite Audit.
7. Surat Keputusan Dewan Komisaris tentang No. 002/SK-KOM/12/18 tanggal 3 Desember 2018 tentang Pembagian Tugas dan Wewenang Anggota *Board of Commissioners*.

REMUNERATION POLICY OF THE BOARD OF COMMISSIONERS

Description related to the Board of Commissioners' Remuneration Policy can be seen in the Implementation of Remuneration Governance section, on Corporate Governance Chapter in this Annual Report.

RESOLUTIONS, RECOMMENDATIONS, AND IMPLEMENTATION OF BOARD OF COMMISSIONERS DUTIES

Decrees issued by the Board of Commissioners throughout 2018 are as follows:

1. Decree of the Board of Commissioners No. 001/SK-KOM/02/18 dated 7 February 2018 on Delegation of Duties and Responsibilities of the Business Director to the Deputy President Director.
2. Board of Commissioners Decree No. 001/SK-KOM/09/18 dated September 5, 2018 on the Procedures for Approval and Authority of the Central Credit Committee.
3. Decree of the Board of Commissioners No. 001/SK-KOM/12/18 dated 3 December 2018 on Division of Duties and Authorities of Members of the Board of Directors.
4. Decree of the Board of Commissioners No. 002/SK-KOM/09/18 dated 20 September 2018 on BOC Charter.
5. Decree of the Board of Commissioners No. 003/SK0KOM/09/18 dated 20 September 2018 on the Guideline for Nomination and Remuneration Committee.
6. Decree of the Board of Commissioners No. 004/SK-KOM/09/18 dated 21 September 2018 on the Work Charter and Guideline for the Audit Committee.
7. Decree of the Board of Commissioners No. 002/SK-KOM/12/18 dated 3 December 2018 on Division of Duties and Authorities of the Board of Commissioners Member

Rekomendasi yang diberikan Dewan Komisaris kepada Direksi tahun 2018 adalah sebagai berikut:

1. Strategi dan Pengelolaan Bisnis
 - a. Meningkatkan sinergi dan melakukan analisa yang lebih mendalam untuk mendukung pertumbuhan kredit khususnya segmen Usaha Kecil dan Menengah.
 - b. Menjaga kualitas kredit Bank, salah satu caranya yaitu dengan mempertahankan nasabah Bank yang loyal.
 - c. Meningkatkan kualitas sumber daya manusia melalui berbagai pelatihan dan penugasan guna meningkatkan kualitas layanan serta lebih memahami kebutuhan nasabah.
 - d. Terus menerus fokus untuk meningkatkan kompetensi dan kemampuan para pemangku bisnis/kredit dalam rangka memperoleh pemberian kredit yang berkualitas.
 - e. Menyelesaikan kredit bermasalah (NPL) dan Aset yang di Ambil Alih (AYDA) yang saat ini rasio dan *outstandingnya* cukup tinggi. Sehingga produktivitas Bank menjadi lebih baik dan risiko yang mungkin bisa terjadi dapat dikurangi.
 - f. Senantiasa memelihara kerja sama yang baik diantara Unit Kerja Bisnis dan Unit Kerja Independen (*Credit Risk Review*) untuk bersinergi dan Bersama-sama mencapai tujuan yang sama yaitu kualitas kredit.
 - g. Mengikuti perkembangan teknologi terutama *Financial Technology* (Fintech) untuk mengimbangi persaingan perbankan dalam pelayanan nasabah.
2. Manajemen Risiko
 - a. Terkait dengan risiko kredit, perlu dilakukan analisa risiko yang lebih mendalam pada beberapa sektor industri yang mengalami penurunan kinerja sehingga dapat dilakukan tindakan-tindakan preventif untuk meminimalisasi risiko yang mungkin terjadi.
 - b. Untuk mengelola risiko operasional perlu dilakukan kajian dan pemantauan secara berkala atas sistem-sistem di Bank, agar dapat menjag serta mendukung kesinambungan operasional usaha Bank.
 - c. Seiring dengan berkeembangnya teknologi informasi dan telekomunikasi, Bank perlu terus mengkaji perkembangan *business model* yang diterapkan.
3. Audit dan Kepatuhan

Perlu dipastikan bahwa Bank mematuhi seluruh ketentuan-ketentuan regulator dalam menjalankan aktivitas operasionalnya.

Rekomendasi yang diberikan Dewan Komisaris sebagai upaya meningkatkan kinerja Bank antara lain:

1. Menetapkan rencana strategis jangka pendek berupa perbaikan aktivitas perkreditan yang terukur, pemantauan kualitas kredit eksisting, perbaikan dokumentasi kredit serta peningkatan kompetensi aparat perkreditan dengan lebih baik sehingga diharapkan kredit dapat tumbuh secara berkelanjutan dan berkualitas.
2. Meningkatkan pertumbuhan kredit kepada nasabah yang memiliki daya tahan yang lebih baik dari ancaman *cyclical* antara lain Kredit Korporasi, Kredit Komersial, Kredit UMKM, dan Kredit kepada beberapa sektor prioritas Pemerintah.
3. Tetap fokus pada aktivitas pemantauan dan pengendalian melalui upaya penagihan dan penyelesaian permasalahan debitur Dalam Perhatian Khusus (kolektabilitas 2), Penyelesaian Kredit Bermasalah (NPL), Penyelesaian AYDA, Penagihan Aset dihapus buku, agar dalam penyelesaian

The recommendations given by the Board of Commissioners to the Board of Directors in 2018 were as follows:

1. Business Strategy and Management
 - a. Improves synergy and conducts deeper analysis to support credit growth, especially for Small and Medium Enterprises segment.
 - b. Maintain the Bank's credit quality, one of which is by sustaining loyal Bank customers.
 - c. Improve the quality of human resources through various trainings and assignments to improve service quality and better understanding of customer needs.
 - d. Constantly focus on improving the competencies and capabilities of business/credit stakeholders to be able distribute quality credit.
 - e. Resolving non-performing loans (NPLs) and foreclosed assets (AYDA), which currently have a quite high ratio and outstanding balance. Thus, the Bank's productivity improved and the risks can be reduced.
 - f. Constantly maintain good cooperation between Business Working Unit and Credit Risk Review to synergize and achieve the common goal of credit quality.
 - g. Keep up with the development of technology, especially Financial Technology (Fintech) to remain competitive in banking competition especially in customer service.
2. Risk Management
 - a. Regarding credit risk, a deeper risk analysis needs to be conducted in various industry sectors that experience a decline in performance so that preventive measures can be taken to minimize any risks that may occur.
 - b. To manage operational risk, it is necessary to conduct periodic reviews and monitoring of the Bank's systems, to maintain and support the Bank's operational business sustainability.
 - c. Along with the development of information technology and telecommunications, Bank needs to continue assessing the progress of the implemented business model.
3. Audit and Compliance

It is necessary to ensure that the Bank complies with all regulatory provisions in carrying out its operational activities.

Recommendations given by the Board of Commissioners as an effort to improve the Bank's performance include:

1. Establish a short-term strategic plan such as improving measured credit activities, monitoring the quality of existing credit, improving credit documentation and the competence of credit officers so it is expected that credit will grow sustainably and with good quality.
2. Increasing credit growth to the customers who have better resilience to cyclical threats including Corporate Credit, Commercial Credit, MSME Credit, and other Credits to various Government priority sectors.
3. Remain focused on monitoring and controlling activities through collection efforts and resolve issues of debtors in Special Mention (collectability 2), Settlement of Non-Performing Loans (NPL), Settlement of foreclosed assets, billing for written off asset, so that settlement of non-performing loans (NPL) is

kredit bermasalah (NPL) dilakukan secara prudent termasuk penerapan skim restrukturisasi kredit yang tepat.

4. Karena struktur pendanaan Bank yang sensitive terhadap pergerakan suku bunga, maka perlu disikapi secara konsisten dan cepat untuk menciptakan terobosan kebijakan seperti meningkatkan *account CASA* untuk memperluas *base customer* dengan meningkatkan promosi dan pemasaran akan produk-produk ungguln Bank serta memberdayakan dan peningkatan teknologi digital.
5. Proses peningkatan kompetensi SDM yang berkesinambungan semakin disempurnakan, pendidikan dan pelatihan *inhouse*, penugasan pada tanggung jawab tertentu terus berlanjut, jenjang karir yang terstruktur, serta penilaian *performance* yang dilakukan secara *periodic* berbasis pada *achievement*, *skill*, *knowledge*, dan *attitude*.
6. Meningkatkan budaya manajemen risiko pada setiap lini bisnis, di samping pemahaman *prudential banking* dan kepatuhan sebagai pilar tata kelola dan manajemen risiko.

done prudently including the implementation of an appropriate credit restructuring scheme.

4. As the Bank's funding structure is sensitive to interest rates movements, it needs to be addressed consistently and promptly to create policy breakthroughs such as increasing CASA accounts to expand customer base by intensifying the promotion and marketing of Bank's flagship products also empowering and enhancing digital technology.
5. The process of improving sustainable HR competencies is increasingly refined by the following measures: inhouse education and training, assignments to certain responsibilities, structured career paths, and periodic performance evaluations based on achievement, skill, knowledge, and attitude.
6. Improving the risk management culture in each business line, in addition to understanding of prudential banking and compliance as a pillar of governance and risk management.

SERTIFIKASI MANAJEMEN RISIKO

Pada periode 2018, Dewan Komisaris yang telah lulus sertifikasi manajemen risiko sebagai berikut:

RISK MANAGEMENT CERTIFICATION

In the period of 2018, the Board of Commissioners having passed the risk management certification exam is the following:

Nama Name	Jabatan Position	Sertifikasi Manajemen Risiko Risk Management Certification
Oliver Simorangkir	Komisaris Utama / President Commissioner	Level V
Gunawan Tenggarahardja	Komisaris/Komisaris Independen / Commissioner/ Independent Commissioner	Level V
Zaenal Abidin, PhD	Komisaris/Komisaris Independen / Commissioner/ Independent Commissioner	Level II
Debora Wahjutirto Tanoyo*)	Komisaris / Commissioner	Level V

*) Berhenti menjabat sejak tanggal 22 November 2018. / Ceased serving as of 22 November 2018.

PENILAIAN KINERJA DEWAN KOMISARIS

Sebagai bagian dari implementasi GCG, Dewan Komisaris wajib melaksanakan evaluasi kinerja Dewan Komisaris secara mandiri (*self assessment*), *peer evaluation*, atau dengan sistem lain untuk kemudian diputuskan dalam rapat Dewan Komisaris.

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS

As part of the implementation of GCG, the Board of Commissioners shall conduct self performance evaluation (self-assessment), peer evaluation, or by other systems which will then be decided in the Board of Commissioners' meetings.

PENILAIAN KINERJA DEWAN KOMISARIS BERDASARKAN RUPS

Prosedur Pelaksanaan Penilaian Kinerja Dewan Komisaris

Penilaian kinerja oleh pemegang saham dilakukan dalam RUPS Tahunan tentang Laporan Pertanggungjawaban Kinerja Bank Victoria dan Pengesahan Laporan Keuangan Tahunan *Audited* tahun buku yang bersangkutan. *Peer group evaluation* merupakan penilaian dengan cara masing-masing Komisaris memberikan penilaian terhadap Komisaris lainnya. Penilaian dilakukan berdasarkan bidang pengawasan dan pekerjaan masing-masing Dewan Komisaris. Kriteria penilaian dibuatkan secara general dan diuraikan dengan penjelasan secara kualitatif (tidak diberikan nilai secara angka/skala).

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS BASED ON GMS

The Procedure of The Execution of The Board of Commissioners Performance Assessment

Performance assessment by the shareholders made in the Annual General Meeting of Shareholders on Bank Victoria's Performance Accountability Report and the endorsement of Audited Annual Financial Statements of the fiscal year concerned. Peer group evaluation is an evaluation conducted by each Commissioner by providing an evaluation of other Commissioners. The evaluation is done based on each field of supervision and work of the Board of Commissioners. Evaluation criteria are made in general and described by qualitative explanation (no numeral value/scale is given).

Kriteria Penilaian Kinerja Dewan Komisaris

Penilaian kinerja dapat dilakukan berdasarkan kriteria umum, antara lain:

- a. Kehadiran dalam rapat internal Dewan Komisaris;
- b. Kehadiran dalam rapat Dewan Komisaris dengan Direksi;
- c. Kehadiran dalam rapat Dewan Komisaris dengan Pemegang Saham; dan
- d. Kehadiran dalam rapat Dewan Komisaris atau Komite dengan Unit Kerja Bank.

Kinerja Dewan Komisaris juga dapat dinilai menurut faktor lainnya, baik secara individual maupun kolektif, dengan kriteria berikut, namun tidak terbatas kepada:

- a. Integritas (misalnya benturan kepentingan yang muncul);
- b. Pengetahuan dan pemahaman Dewan Komisaris atas nilai-nilai misi, Rencana Jangka Panjang Bank, dan merefleksikan pemahaman ini kepada isu-isu penting sepanjang tahun;
- c. Partisipasi Dewan Komisaris dalam rapat-rapat, termasuk kemampuan untuk menyampaikan, memberikan argumentasi dan memberikan solusi mengenai isu-isu strategis Bank;
- d. Kemampuan Dewan Komisaris dalam mengikuti isu-isu dan tren yang berpengaruh terhadap Bank dan menggunakan informasi tersebut untuk menilai dan mengarahkan kinerja Bank, bukan hanya dari tahun ke tahun, akan tetapi juga dalam jangka panjang;
- e. Hubungan anggota Dewan Komisaris dengan sesama anggota Dewan Komisaris lainnya, dengan Direksi, dan pihak-pihak lain yang diatur dalam Anggaran Dasar dan peraturan perundang-undangan; dan
- f. Hasil penilaian kinerja Dewan Komisaris disampaikan melalui Komite Nominasi dan Remunerasi kepada pemegang saham sebelum pelaksanaan RUPS Tahunan.

Pihak yang Melakukan Assessment

Hasil penilaian kinerja Dewan Komisaris disampaikan melalui Komite Nominasi dan Remunerasi kepada Pemegang saham sebelum pelaksanaan RUPS Tahunan.

Hasil Penilaian Kinerja Dewan Komisaris

Hasil dari *peer group evaluation* Dewan Komisaris di tahun 2018, menunjukkan bahwa kinerja masing-masing anggota Dewan Komisaris dalam menjalankan tugas dan tanggungjawabnya, yang dinilai berdasarkan bidang pengawasan dan pekerjaan masing-masing Anggota Dewan Komisaris sudah berjalan dengan baik.

PENILAIAN KINERJA PENERAPAN GCG (SELF ASSESSMENT) DEWAN KOMISARIS SESUAI KETENTUAN OJK

Pelaksanaan *self assessment* Dewan Komisaris berdasarkan Peraturan Otoritas Jasa Keuangan tentang Penerapan Tata Kelola bagi Bank Umum. Berdasarkan peraturan tersebut, Bank wajib melaksanakan *self assessment* implementasi GCG dengan salah satu faktor penilaian adalah pelaksanaan tugas dan tanggung jawab Dewan Komisaris.

Evaluation Criteria of The Board of Commissioners Performance

Performance assessment can be conducted based on general criteria as the following:

- a. Attendance at the internal meetings of the Board of Commissioners;
- b. Attendance at the meetings of the Board of Commissioners with the Board of Directors;
- c. Attendance at the meetings of the Board of Commissioners with the Shareholders; and
- d. Attendance at the Board of Commissioners or Committee meetings with Work Units of the Bank.

Performance of the Board of Commissioners can also be assessed by other factors, both individually and collectively using the following criteria, but not limited to:

- a. Integrity (e.g.: conflict of interest occurred);
- b. Knowledge and understanding of the Board of Commissioners about values, mission, Long-term Planning of the Bank, and reflecting this understanding into important issues throughout the year;
- c. Participation of the Board of Commissioners at meeting, including its ability to present, provide argumentation, and solution about strategic issues of the Bank;
- d. Ability of the Bank to keep up with issues and trend that will affect to the Bank, and to use such information for evaluating and directing the performance of the Bank, not only from year to year, but also in the longterm;
- e. Relationship amongst members of the Board of Commissioners, member of the Board of Directors, and other parties set in the Articles of Association and the applicable rules and regulations; and
- f. Performance assessment results of the Board of Commissioners are submitted through the Nomination and Remuneration Committee to the shareholders prior to the conduct of Annual GMS.

The Parties Undertake The Assessment

The results of the Board of Commissioners' performance assessment are submitted through the Nomination and Remuneration Committee to the Shareholders prior to the execution of the Annual General Meeting of Shareholders.

The Result of The Board of Commissioners Performance Assessment

The results of the peer group evaluation of the Board of Commissioners in 2018 indicated that the performance of each member of the Board of Commissioners in carrying out its duties and responsibilities which is assessed on the basis of the supervision and work of each Commissioner Member has been well executed.

ASSESSMENT ON THE GCG IMPLEMENTATION PERFORMANCE (SELF ASSESSMENT) BY THE BOARD OF COMMISSIONERS IN ACCORDANCE WITH FSA PROVISION

The implementation of self-assessment of the Board of Commissioners is pursuant to the Regulation of the Financial Services Authority concerning the Application of Corporate Governance for Commercial Banks. Under such regulation, the Bank is required to conduct the implementation of GCG self-assessment with one assessment factor, namely the implementation of duties and responsibilities of the Board of Commissioners.

Prosedur Pelaksanaan Penilaian Kinerja Dewan Komisaris

Pelaksanaan *assessment* kinerja Dewan Komisaris termasuk di dalam pelaksanaan *self assessment* GCG Bank yang dilakukan secara berkala setiap semester.

Kriteria Penilaian

Faktor penilaian terkait Dewan Komisaris tersebut mencakup 16 (enam belas) indikator *governance structure*, 17 (tujuh belas) indikator *governance process*, dan 6 (enam) indikator *governance outcome* sebagaimana diatur dalam Lampiran III Surat Edaran Otoritas Jasa Keuangan No. 13 /SEOJK.03/2017 tentang Penerapan Tata Kelola Bagi Bank Umum.

Pihak yang Melakukan Penilaian

Pelaksanaan *self assessment* terkait Dewan Komisaris dikoordinir oleh Divisi *Compliance, KYC/Integrated and System Procedure* dan dilaporkan kepada Dewan Komisaris melalui Komite Nominasi dan Remunerasi.

Hasil Penilaian Kinerja Dewan Komisaris

Adapun hasil penilaian *self assessment* pelaksanaan *Good Corporate Governance* tahun 2018 Bank Victoria, untuk aspek Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris mendapat nilai komposit 1 atau **SANGAT BAIK**.

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS DAN DASAR PENILAIANNYA

Dalam rangka meningkatkan peran Dewan Komisaris dalam menjalankan fungsi pengawasan, Dewan Komisaris telah membentuk 4 (tiga) komite yaitu:

1. Komite Audit
2. Komite Nominasi dan Remunerasi
3. Komite Pemantau Risiko
4. Komite Tata Kelola Terintegrasi

Komite Audit memiliki tugas dan tanggung jawab membantu Dewan Komisaris dalam melakukan telaah dan klarifikasi atas informasi keuangan, seleksi, penunjukan dan pengawasan pekerjaan auditor independen, evaluasi efektivitas pelaksanaan fungsi internal audit, pengendalian internal, kepatuhan terhadap perundang-undangan, dan manajemen risiko Bank. Komite Audit telah melaksanakan tugasnya dengan baik. Selama tahun 2018, Komite Audit telah melaksanakan rapat sebanyak 7 (tujuh) kali dengan melaksanakan tugasnya antara lain:

1. Penelaahan Laporan Keuangan serta Pengendalian Internal.
2. Melakukan penelaahan atas hasil Laporan Hasil Pemeriksaan (LHP) SKAI.
3. Melakukan evaluasi Pelaksanaan Jasa Audit atas Informasi Keuangan oleh AP & KAP tahun buku 2017.
4. Memberikan rekomendasi penunjukan Kantor Akuntan Publik (KAP) untuk general audit atas Laporan Keuangan PT Bank Victoria International Tbk tahun buku yang berakhir pada tanggal 31 Desember 2018.

Komite Nominasi dan Remunerasi membantu pelaksanaan fungsi dan tugas terkait nominasi dan remunerasi terhadap anggota Direksi dan Dewan Komisaris. Komite Nominasi dan Remunerasi telah melaksanakan tugasnya dengan baik.

The Procedure of The Execution of The Board of Commissioners Performance Assessment

The assessment of the performance of the Board of Commissioners is included in the implementation of the Bank's GCG self assessment which is conducted regularly every semester.

Evaluation Criteria

Assessment factors relating to the Board of Commissioners cover 16 (sixteen) governance structure factors, 17 (seventeen) governance process indicators, and 6 (six) governance process indicators as stipulated in the Attachment III of Circular of the Financial Services Authority No. 13 /SEOJK.03/2017 concerning the Application of Governance for Commercial Banks.

The Parties Undertake The Assessment

The implementation of self-assessment related to the Board of Commissioners is coordinated by the Compliance Division, KYC/Integrated and System Procedure and reported to the Board of Commissioners through the Nomination and Remuneration Committee.

The Result of The Board of Commissioners Performance Assessment

As for the results of self assessment for Good Corporate Governance implementation for Bank Victoria 2018, in Board of Commissioners' Tasks and Responsibilities aspect has received a composite score of 1 or **EXCELLENT**.

ASSESSMENT OF THE COMMITTEES UNDER THE BOARD OF COMMISSIONERS AND BASIS OF THE ASSESSMENT

To improve the role of the Board of Commissioners in performing the supervisory function, the Board of Commissioners has established 4 (four) committees, namely:

1. Audit Committee
2. Nomination and Remuneration Committee
3. Risk Monitoring Committee
4. Integrated Governance Committee

Audit Committee has duties and responsibilities of assisting the Board of Commissioners in reviewing and clarifying financial information, selection, appointment and supervision of the independent auditors' duties, evaluating the effectiveness of the execution of internal audit functions, internal control, compliance with legislation, and Bank's risk management. The Audit Committee has performed its duties properly. During 2018, the Audit Committee held 7 (seven) meetings and carried out its duties, including:

1. Reviewed the Financial Statements and Internal Control.
2. Reviewed the results of SKAI Examination Report (LHP).
3. Evaluated Audit Service of Financial Information by AP & KAP for 2017 financial year.
4. Provided recommendations for the appointment of Public Accountant Firm (KAP) for general audit of PT Bank Victoria International Tbk financial statements for financial year ended on 31 December, 2018.

The Nomination and Remuneration Committee assist the implementation of functions and tasks related to nomination and remuneration for Board of Commissioners and Directors members. The Nomination and Remuneration Committee has

Selama tahun 2018, Komite Nominasi dan Remunerasi telah melaksanakan rapat sebanyak 16 (enam belas) kali dan melaksanakan tugasnya antara lain:

1. Mengevaluasi penilaian kinerja sebagai dasar remunerasi.
2. Mengevaluasi remunerasi terhadap anggota Dewan Komisaris, Direksi dan Pejabat Eksekutif sampai dengan satu tingkat di bawah Direksi.
3. Melakukan perubahan struktur organisasi.

Komite Pemantau Risiko memiliki tugas dan tanggung jawab untuk memonitor risiko dan menilai toleransi risiko yang dapat diambil oleh Bank, serta mengevaluasi perbaikan yang dilakukan atas kebijakan, prosedur dan praktek manajemen risiko Bank guna memastikan telah dilakukannya pengelolaan risiko dengan baik, terutama pada pengelolaan risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, dan risiko bank lainnya. Komite Pemantau Risiko telah melaksanakan tugasnya dengan baik. Selama tahun 2018, Komite Pemantau Risiko telah melaksanakan 6 (enam) kali dan melaksanakan tugasnya antara lain:

1. Melakukan pembahasan dan memberikan rekomendasi atas Profil Risiko.
2. Mendiskusikan *stress test* kenaikan nilai tukar dollar dan profil risiko.
3. Diskusi perihal metode perhitungan *audit rating risk based* dengan SKAI.

Komite Tata Kelola Terintegrasi memiliki tugas dan tanggung jawab dalam memberikan rekomendasi atau nasihat kepada Dewan Komisaris terkait pelaksanaan kebijakan Tata Kelola Terintegrasi. Komite Tata Kelola Terintegrasi telah melaksanakan tugasnya dengan baik. Selama tahun 2018, Komite Tata Kelola Terintegrasi telah melaksanakan rapat sebanyak 3 (tiga) kali dan melaksanakan tugasnya antara lain:

1. Mengevaluasi pelaksanaan Tata Kelola Terintegrasi, paling sedikit melalui penilaian kecukupan kerangka tata kelola Terintegrasi grup Victoria.
2. Memberikan rekomendasi yang diperlukan kepada Dewan Komisaris Bank Victoria sebagai Entitas Utama:
 - a. Hasil Evaluasi pelaksanaan Tata Kelola Terintegrasi.
 - b. Penyempurnaan Pedoman Tata Kelola Terintegrasi.

Dewan Komisaris secara periodik (tahunan) melakukan penilaian atas efektivitas kinerja komite-komite di bawah Dewan Komisaris. Dewan Komisaris menilai bahwa selama tahun 2018 komite-komite telah menjalankan tugas dan tanggung jawabnya dengan cukup efektif dilihat dari pencapaian *Key Performance Indicator* (KPI) masing-masing komite.

MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DEWAN KOMISARIS

Ketentuan terkait pengunduran diri dan pemberhentian Dewan Komisaris Bank Victoria telah diatur dalam BOD Charter. Berdasarkan pedoman Dewan Komisaris tersebut, seorang anggota Dewan Komisaris berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Bank paling lambat 30 hari sebelum tanggal pengunduran dirinya. Anggota Dewan Komisaris yang mengundurkan diri tersebut tetap dapat dimintakan pertanggungjawabannya sejak pengangkatan yang bersangkutan sampai dengan tanggal pengunduran dirinya tersebut dalam RUPS yang akan dilaksanakan berikutnya.

performed its duties properly. During 2018, the Nomination and Remuneration Committee held 16 (sixteen) meetings and carried out its duties including:

1. Evaluated performance appraisal as a basis for remuneration.
2. Evaluated remuneration for members of the Board of Commissioners, Directors and Executive Officers to one level under the Board of Directors.
3. Made changes to organizational structure.

The Risk Monitoring Committee has duties and responsibilities to monitor risk and assess risk tolerance that can be taken by the Bank, and evaluate improvements done based on Bank's policies, procedures and risk management practices to ensure that risk management has been conducted properly, especially in managing credit risk, market risk, liquidity risk, operational risk and other bank risks. During 2018, the Risk Monitoring Committee held 6 (six) meetings and carried out its duties including:

1. Conducted discussion and provided recommendations on the Risk Profile.
2. Discussed the stress test of increased dollar exchange rate and risk profile.
3. Discussed the risk based audit rating calculation method with SKAI.

The Integrated Governance Committee has duties and responsibilities in providing recommendations or input to the Board of Commissioners regarding the implementation of Integrated Governance policy. The Integrated Governance Committee has performed its duties properly. During 2018, Integrated Governance Committee held 3 (three) meetings and carried out its duties, including:

1. Evaluated the implementation of Integrated Governance, at least through the assessment of adequacy of Victoria Group's integrated governance framework.
2. Provided the required recommendations to the Bank Victoria's Board of Commissioners as the main entity:
 - a. Evaluation results of the implementation of Integrated Governance.
 - b. Completion of Integrated Governance Guidelines.

The Board of Commissioners periodically (annually) evaluates the performance effectiveness of the committees under the Board of Commissioners. Board of Commissioners considers that during 2018, the committees have performed their duties and responsibilities quite effectively in terms of achieving the Key Performance Indicators (KPI) of each committee.

MECHANISM OF RESIGNATION AND TERMINATION OF THE BOARD OF COMMISSIONERS

Provisions relating to resignation and termination of the Board of Commissioners of Bank Victoria have been stipulated in the BOD Charter. Based on such guideline for Board of Commissioners, a member of the Board of Commissioners is entitled to resign from his/her job giving written notification about its intention to the Bank no later than 30 days prior to the date of his/her resignation. The member of the Board of Commissioners who resigns can still be held accountable as of the date of his/her appointment to the date of resignation in the next GMS meeting.

Sedangkan, jabatan anggota Dewan Komisaris berakhir dengan sendirinya, jika anggota Dewan Komisaris tersebut:

1. Meninggal dunia.
2. Di bawah pengampunan berdasarkan suatu putusan pengadilan.
3. Tidak lagi memenuhi persyaratan perundang-undangan yang berlaku, dengan memperhatikan peraturan di bidang pasar modal.
4. Berdasarkan keputusan RUPS.

DIREKSI

Direksi merupakan organ tata kelola Bank yang mempunyai peran yang sangat penting dalam mengelola jalannya usaha Bank dengan kewenangan representatif dan manajerial. Pelaksanaan peran Direksi dilakukan dengan itikad baik, hati-hati, profesional, penuh tanggung jawab, serta atas dasar peraturan perundang-undangan dan Anggaran Dasar Bank.

Direksi diangkat dan diberhentikan oleh Pemegang Saham melalui mekanisme RUPS. Dengan demikian, Direksi harus mempertanggungjawabkan pelaksanaan tugas dan tanggung jawabnya dalam pelaksanaan RUPS.

TUGAS DAN TANGGUNG JAWAB DIREKSI

Berdasarkan BOD *Charter*, tugas dan tanggung jawab Direksi adalah:

1. Melaksanakan fungsi kepengurusan Bank secara efektif dan efisien, serta mewakili Bank, baik di dalam maupun di luar pengadilan.
2. Melaksanakan prinsip-prinsip *Good Corporate Governance* dalam setiap kegiatan usaha Bank pada seluruh tingkatan dan jenjang organisasi dengan tetap memperhatikan prinsip kehati-hatian dan kepatuhan terhadap ketentuan yang berlaku.
3. Menyusun strategi usaha dan arah kebijakan sesuai dengan visi dan misi Bank yang telah ditetapkan dengan Rencana Bisnis Bank, serta bertanggung jawab mengawasi dan melaksanakan dari waktu ke waktu dan menjamin partisipasi seluruh pegawai untuk ikut berperan sesuai dengan bidang dan kompetensi masing-masing.
4. Menyusun dan menetapkan struktur organisasi Bank beserta uraian tugas, wewenang dan tanggung jawab, serta mengelola sumber daya Bank secara optimal.
5. Mengungkapkan kepada seluruh pegawai kebijakan Bank yang bersifat strategis di bidang kepegawaian, termasuk meningkatkan pengetahuan dan penetapan remunerasi sesuai dengan kemampuan Bank dan lingkungan *peer group*, serta menciptakan jenjang karir yang baik dan terbuka dengan menerapkan *reward and punishment* (promosi, demosi, mutasi, dan pemutusan hubungan kerja).
6. Menerapkan tata tertib serta ketentuan tentang benturan kepentingan yang mengikat dan wajib ditaati, termasuk pengaturan tentang mekanisme pengambilan keputusan dan hak bagi anggota Direksi, jika diantara mereka memiliki pendapat yang berbeda, termasuk hak untuk menyampaikan pendapat kepada Dewan Komisaris dan Otoritas Pengawas Bank atas hal-hal yang dapat membahayakan Bank.

Meanwhile, the position of members of the Board of Commissioners will automatically, in the event that members of the Board of Commissioners :

1. Pass away.
2. Under pardon according to the court verdict.
3. No longer meet with the requirements governed by and construed with the applicable laws, taking into account the regulations in capital market.
4. According to the decisions in GMS.

BOARD OF DIRECTORS

The Board of Directors is governernace organ of the Bank that substantial role in managing businesses of the Bank with representative and managerial authority. The fole of the Board of Directors is performed in good faith, prudent, professional, and fully responsible, as well as in accordance with the rules and regulations and the Articles of Association of the Bank.

The Board of Directos is appointed and terminated by the Shareholders through a mechanism of GMS. Therefore, the Board of Directors shall be resposible for conducting its duties and responsibilities in the conduct of GMS.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

According to BOD *Charter*, duties and responsibilities of the Board of Directors are as follows:

1. To carry out managerial function of the Bank effectively and efficiently, as well as to represent the Bank, both inside or outside the court.
2. To apply Good Corporate Governance principles in any business activity of the Bank at all levels of the organization while taking into account the prudential principles and compliance with the prevailing regulations.
3. To devise the business strategies and policy directions according the vision and mission of the Bank having been determined with the Business Plan of the Bank, and also to be responsible for supervising and conducting from time to time, and to ensure the participation of all employees to take role according to each field and competence.
4. To devise and develop the organization structure of the Bank including job description, authority, and responsibilites, as well as to manage human resources of the Bank optimally.
5. To disclose to all employees the strategic policies of the Bank in employment, including to enhance knowledge and to determine remuneration in accordance with the capability of the surrounding peer gorup, as well as to create good and open career path by applying reward and punishment (promotion, demotion, mutation, and termination of employment).
6. To obey the rules and regulation concerning conflict of interest that shall be binding and be obeyed including the rules on the mechanism of decision making, and the rights for the Board of Directors, in the event that amongst members have different opinions, including the right to express opinions to the Board of Commissioners, and the Financial Services Authority on matters that may endanger the Bank.

7. Memastikan kualitas serta akurasi laporan dan data keuangan yang disajikan untuk keperluan internal maupun eksternal, sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK), Pedoman Akuntansi Perbankan Indonesia (PAPI), *International Accounting Standard* (IAS), dan ketentuan lain yang berlaku dengan memberdayakan fungsi pengendalian internal secara efektif, termasuk peran unit kerja Satuan Kerja Audit Internal (SKAI)/Terintegrasi dan Anti *Fraud*, Manajemen Risiko/Terintegrasi, dan Kepatuhan dan UKPN/Terintegrasi sebagai *quality assurance*.
8. Memastikan bahwa temuan audit dan rekomendasi dari SKAI/Terintegrasi dan Anti *Fraud* Bank, Auditor Eksternal, serta hasil pengawasan dan pemeriksaan Otoritas Jasa Keuangan dan/atau hasil pengawasan otoritas lainnya ditindaklanjuti dengan baik.
9. Mengungkapkan kepemilikan saham pada Bank Victoria maupun kepemilikan saham pada bank lainnya, baik yang berkedudukan di dalam negeri ataupun di luar negeri, serta mengungkapkan keterkaitan hubungan keuangan, hubungan keluarga, dan keterkaitan lainnya dengan Pemegang Saham, anggota Dewan Komisaris, dan anggota Direksi.

HAK DAN WEWENANG DIREKSI

Penetapan tugas dan tanggung jawab Direksi disertai dengan penetapan hak dan wewenang dalam rangka menjalankan tugas dan tanggung jawab tersebut. Hak Direksi diuraikan sebagai berikut:

1. Menetapkan kebijakan dalam kepemimpinan dan kepengurusan Bank.
2. Mengatur penyerahan kekuasaan Direksi untuk mewakili Bank di dalam dan di luar pengadilan kepada seseorang atau beberapa orang Direktur yang khusus ditunjuk untuk itu atau kepada seseorang atau beberapa orang karyawan Bank, baik sendiri-sendiri maupun bersama-sama, atau kepada orang atau badan lain.
3. Mengatur ketentuan-ketentuan tentang kepegawaian Bank, termasuk penetapan gaji, pensiun, jaminan hari tua, dan penghasilan bagi karyawan Bank berdasarkan ketentuan yang berlaku.
4. Mengangkat dan memberhentikan karyawan Bank berdasarkan peraturan perundang-undangan yang berlaku dan peraturan kepegawaian Bank.
5. Memberi penghargaan dan sanksi (*reward and punishment*) karyawan Bank berdasarkan peraturan kepegawaian Bank.
6. Memastikan sumber daya manusia Bank memiliki kompetensi dan kemampuan yang handal sesuai dengan bidang tugasnya.
7. Melakukan aktivitas di luar Bank yang tidak secara langsung berhubungan dengan kepentingan Bank, seperti kegiatan mengajar, menjadi pengurus asosiasi bisnis dan sejenisnya diperkenankan sebatas menggunakan waktu yang wajar dan sepengetahuan Direktur Utama atau Direktur lainnya.
8. Memperoleh cuti sesuai ketentuan yang berlaku.
9. Mempergunakan saran profesional.
10. Menerima insentif dan tantiem apabila Bank mencapai tingkat keuntungan sebagai imbalan atas prestasi kerjanya yang besarnya ditetapkan oleh RUPS.
11. Menerima gaji berikut tunjangan, sarana dan fasilitas Bank, serta santunan purna jabatan sesuai dengan hasil penetapan

7. To ensure the quality and accuracy of reports and financial data presented for the internal and external needs, according to the Statement of Financial Accounting Standards (PSAK), Indonesian Banking Accounting Guideline (PAPI), *International Accounting Standard* (IAS), and applicable rules and regulation by empowering the internal monitoring function effectively, including the roles of Internal Audit Work Unit (SKAI)/Integrated and Anti-Fraud, Risk Management/Integrated, and Compliance and UKPN/Integrated as the quality assurance.
8. To ensure that the audit findings and recommendations from SKAI/Integrated and the Bank's Anti-Fraud Bank, External Auditor, as well as supervision and examination results of the Financial Services Authority and/or supervision results of other authorities will be well-followed up.
9. To disclose shares ownership at Bank Victoria and shares ownership at other banks, both having domiciled in the country and abroad, as well as to disclose financial relationship, family relationship, and other relationship with the Shareholders, members of the Board of Commissioners, members of the Board of Directors.

RIGHTS AND AUTHORITY OF THE BOARD OF DIRECTORS

Determining duties and responsibilities of the Board of Directors is accompanied by determining rights and responsibilities for the purpose of conducting such duties and responsibilities. The rights of the Board of Directors are described as the following:

1. To make policies in leadership and management of the Bank.
2. To give Board of Directors' authorization to represent the Bank, either in or outside the court, to one or several Directors who will be appointed for that purpose, or to one or several employees of the Bank, either individually or jointly, or to another person or institution.
3. To make Bank's employment regulation, including salaries, pensions, old-age benefits, and other benefits of the Bank's employees pursuant to applicable laws and regulations.
4. To appoint and terminate the Bank's employees pursuant to prevailing laws and regulations and the Bank's employment regulation.
5. To give reward and punishment to the Bank's employees pursuant to the Bank's employment regulation.
6. To ensure that the Bank's human resources have competence and reliable capabilities according to respective job.
7. To conduct activities outside the Bank which are indirectly related to the Bank's interest, such as teaching, being the board of business association, etc., as long as in reasonable time and permitted by the President Director or other Directors.
8. To be entitled for annual leave according to the applicable provisions.
9. To take professional advice.
10. To receive incentives and bonuses if the Bank earns the profit level in return for their performance of which the amount is determined by the GMS.
11. To receive salaries including allowances, the Bank's facilities, as well as post-employment benefits in accordance with the

RUPS yang penyediaannya disesuaikan dengan kondisi keuangan Bank, azas kepatutan dan kewajaran, serta tidak bertentangan dengan peraturan perundang-undangan yang berlaku. Penjabaran tentang sarana dan fasilitas Bank dituangkan lebih lanjut dalam keputusan RUPS.

12. Menetapkan dan menyesuaikan struktur organisasi Bank.
13. Anggota Direksi memiliki hak untuk membela diri, jika:
 - a. Anggota Direksi yang diberhentikan sewaktu-waktu oleh RUPS dengan menyebutkan alasannya, maka anggota Direksi diberi kesempatan untuk hadir dalam RUPS guna membela diri.
 - b. Anggota Direksi yang diberhentikan sewaktu-waktu oleh Dewan Komisaris dengan menyebutkan alasannya, maka anggota Direksi diberi kesempatan untuk hadir dalam RUPS guna membela diri.

Sedangkan, wewenang Direksi diuraikan sebagai berikut:

1. Mewakili Bank di dalam dan di luar pengadilan tentang segala hal dan dalam segala kejadian, mengikat Bank dengan pihak lain dan pihak lain dengan Bank, serta menjalankan segala tindakan, baik yang mengenai kepengurusan maupun kepemilikan, dengan pembatasan yang ditetapkan dalam Anggaran Dasar Perseroan dan dengan memperhatikan peraturan perundang-undangan yang berlaku.
2. Untuk melakukan tindakan tertentu, Direksi terlebih dahulu harus mendapat persetujuan tertulis dari Dewan Komisaris.
3. Kecuali ditentukan lain oleh peraturan dan ketentuan yang berlaku, beberapa hal yang membutuhkan persetujuan dari Dewan Komisaris adalah:
 - a. Menerima pinjaman dari siapapun atau menjadi terutang kepada siapapun, badan hukum atau Bank untuk jangka waktu 3 (tiga) tahun atau lebih dan apabila jumlah pinjaman tersebut untuk 1 (satu) kali transaksi melebihi suatu jumlah yang sama dengan 25% (dua puluh lima persen) dari jumlah modal Bank yang telah disetor penuh dan cadangan-cadangan yang terakhir sebagaimana sewaktu-waktu ternyata dari laporan keuangan Bank yang terakhir yang telah diperiksa, disahkan dan sebagaimana dinyatakan oleh akuntan publik.
 - b. Memberi pinjaman kepada siapapun juga untuk waktu 1 (satu) tahun atau lebih sesuai dengan peraturan perundang-undangan yang berlaku apabila jumlah pinjaman tersebut untuk 1 (satu) kali transaksi melebihi 5% (lima persen) dari jumlah modal Bank yang disetor penuh dan cadangan-cadangan yang terakhir sebagaimana ternyata dari laporan keuangan Bank yang telah diperiksa, disahkan dan sebagaimana dinyatakan oleh akuntan publik.
 - c. Memberi jaminan hutang atau tanggungan untuk seseorang, badan hukum atau Bank, apabila jumlah yang dijamin itu untuk setiap transaksi yang dijamin melebihi suatu jumlah yang sama dengan 5% (lima persen) dari jumlah modal Bank yang telah disetor penuh dan cadangan-cadangan yang terakhir sebagaimana sewaktu-waktu ternyata dari laporan keuangan Bank yang terakhir yang telah diperiksa, disahkan dan sebagaimana dinyatakan oleh akuntan publik.
 - d. Memasang atau membebaskan hak tanggungan, menggadaikan atau dengan cara lain

GMS resolution in which the provision is adjusted with the financial conditions of the Bank, the principles of decency and fairness, and does not conflict with the prevailing laws and regulations. The elaboration on the Bank's facilities is further set forth in the GMS resolutions.

12. To determine and adjust the organization structure of the Bank.
13. Members of the Board of Directors have the rights to defend themselves, in the event that:
 - a. The members of the Board of Directors who are dismissed at any time by the GMS by revealing the reasons, then members of the Directors will be offered an to attend the GMS for defending themselves.
 - b. The members of the Board of Directors who are dismissed at any time by the Board of Commissioners by revealing the reasons, then the members of the Board of Directors will be offered an opportunity to attend the GMS for the purpose of defending themselves.

Meanwhile, the authority of the Board of Directors are described as the following:

1. To represent the Bank inside or outside the court concerning any matter, and any event to bind the Bank with other parties, and other parties with the Bank, as well as to carry out any event concerning both the management and ownership, with the limitation determined in the Articles of Association of the Company, and taking into account the applicable laws and regulations.
2. Prior to take a particular action, the Board of Directors shall obtain a written approval from the Board of Commissioners.
3. Unless otherwise specified by the prevailing rules and regulations, several matters requiring the approval from Board of Commissioners are as follows:
 - a. To receive loans from any person or becoming indebted to any person, or a legal body or a Bank for a period of 3 (three) years or more, and if the amount of such loan for 1 (one) transaction exceeds an amount equal to 25% (twenty five percent) of the total paid-up capital of the Bank and the latest total reserves as at any time it is apparent from the latest financial statements of the Bank having been examined, and approved as stated by the public accountant.
 - b. To provide loans to any person for 1 (one) year or more under the prevailing laws and regulations, and if the amount of such loan for 1 (one) transaction exceeds 5% (five percent) of the total paid-up capital of the Bank, and the latest reserves as it is apparent from the financial statements of the Bank having been examined, and approved as stated by the public accountant.
 - c. To provide credit guarantee or pledge to a person, legal body or Bank, if the amount guaranteed for each guaranteed transaction exceeds an amount equal to 5% (five percent) of the total paid-up capital, and the latest reserves as at any time it is apparent from the latest financial statements of the Bank having been examined, and approved as stated by the public accountant.
 - d. To create or charge encumbrance, pledge or by other means of pledging assets or the Bank's assets

mempertanggungjawabkan kekayaan atau kekayaan-kekayaan Bank untuk setiap transaksi yang merupakan suatu jumlah yang sama dengan atau melebihi 5% (lima persen) dari nilai buku dari seluruh jumlah kekayaan Bank sebagaimana sewaktu ternyata dari laporan keuangan Bank yang terakhir yang telah diperiksa, disahkan dan sebagaimana dinyatakan oleh akuntan publik.

- e. Memperoleh, mengalihkan atau melepaskan dengan cara apapun hak-hak atas barang-barang tidak bergerak dan Bank.

MASA JABATAN DIREKSI

Para anggota Direksi diangkat untuk jangka waktu terhitung sejak tanggal yang ditetapkan oleh RUPS yang mengangkatnya dan berakhir pada penutupan RUPS Tahunan ketiga pada akhir 1 (satu) periode masa jabatan dimaksud dengan ketentuan 1 (satu) periode masa jabatan anggota Direksi adalah 3 (tiga) tahun, dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal, namun demikian dengan tidak mengurangi hak RUPS tersebut untuk memberhentikan anggota Direksi tersebut sewaktu-waktu sebelum masa jabatannya berakhir dengan memperhatikan ketentuan Anggaran Dasar.

Anggota Direksi setelah masa jabatan berakhir dapat diangkat kembali kecuali sesuai dengan keputusan RUPS.

KRITERIA DIREKSI

Berdasarkan BOD *Charter*, jumlah anggota Direksi paling sedikit beranggotakan 3 (tiga) orang anggota, yang terdiri dari 1 (satu) orang Direktur Utama dan 2 (dua) orang Direktur atau lebih. Apabila dianggap perlu, dapat diangkat seorang atau lebih Wakil Direktur Utama. Seluruh anggota Direksi tersebut harus memenuhi persyaratan Direksi yang diuraikan sebagai berikut:

- A. Persyaratan Formal
 1. Cakap melakukan perbuatan hukum;
 2. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
 - a. Tidak pernah dinyatakan pailit;
 - b. Tidak pernah menjadi anggota Direksi yang dinyatakan bersalah menyebabkan suatu bank dinyatakan pailit;
 - c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan
 - d. Tidak pernah menjadi anggota Direksi yang selama menjabat:
 - Pernah tidak menyelenggarakan RUPS tahunan;
 - Pertanggungjawabannya sebagai anggota Direksi pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi kepada RUPS; dan
 - Pernah menyebabkan Bank yang memperoleh izin, persetujuan, atau pendaftaran dari Otoritas Jasa Keuangan tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada Otoritas Jasa Keuangan.
- B. Persyaratan Materiil
 1. Mempunyai akhlak, moral, dan integritas yang baik;
 2. Memiliki komitmen untuk mematuhi peraturan perundang-undangan; dan

for respective transaction amounting equal to or exceeding 5% (five percent) of the book value or total assets of the Bank, as at any time it is apparent from the latest financial statements of the Bank having been examined and approved as stated by the public accountant.

- e. To obtain, assign or release by any means the right of pledge on immovable property of the Bank.

TERM OF OFFICE OF THE BOARD OF DIRECTORS

The Board of Directors is appointed for a period from the date of appointment as determined by the GMS that appoints the Board, and ends at the closing of the third Annual GMS at the end of 1 (one) period of such term of office, provided that 1 (one) period of the term of office of the Board of Directors is 3 (three) years by considering the laws and regulations in Capital Market without prejudice to the rights of the GMS to terminate members of the Board of Directors at any time before the term office ends considering the provisions in the Articles of Association.

Members of the Board of Directors may be reappointed after its term of payment ends, unless otherwise stated in accordance with the GMS resolutions.

CRITERIA FOR THE BOARD OF DIRECTORS

According to the BOD *Charter*, the Board of Directors has the members at least 3 (three) persons, consisting of 1 (one) President Director, 2 (two) Directors or more. If it is deemed necessary, one or more Deputy President Director may be appointed. All members shall meet the requirements for the Board of Directors as described below:

- A. Formal Requirements
 1. Able to take legal actions;
 2. In 5 (five) years prior to the appointment and during the term of office:
 - a. Have never been declared bankrupt;
 - b. During serving as members of the Board of Directors, have never been deemed guilty causing the Bank to be declared bankrupt;
 - c. Have never been convicted for a crime committed that is detrimental to the finance of the country, and/or related to the financial sector; and
 - d. Have never been the members of the Board of Directors in which during the term of office:
 - Have ever not conducting the annual GMS;
 - The accountability as members of the Board of Commissioners ever once has not been accepted by the GMS, or ever has not delivered an accountability as the members of the Board of Directors to the GMS; and
 - Have ever caused the Bank that has obtained a permit, approval, or registration from the Financial Services Authority not to meet the obligation to submit the annual report, and/or financial statements to the Financial Services Authority.
- B. Material Requirements
 1. Have good character, morals, and good integrity;
 2. Have commitment to obey the rules and regulations; and

3. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan untuk menjalankan tugasnya.
- C. Persyaratan Lainnya
Anggota Direksi dilarang memegang jabatan rangkap, apabila jabatan rangkap tersebut bertentangan dengan peraturan perundang-undangan dan/atau apabila jabatan rangkap tersebut mungkin dapat menimbulkan benturan kepentingan.

BOARD OF DIRECTORS CHARTER (BOD CHARTER)

Untuk mendukung dan memudahkan Direksi dalam memahami dan melaksanakan tugas dan tanggung jawab, serta wewenangnya secara efektif, efisien, transparan, kompeten, independen, serta dapat dipertanggungjawabkan, Bank menyusun *Board of Directors Charter* (BOD Charter) PT Bank Victoria International Tbk. Piagam dan pedoman Direksi tersebut telah disahkan melalui Surat Keputusan Direksi No. 007/SK-DIR/02/16 tanggal 24 Februari 2016.

BOD Charter Bank Victoria disusun berdasarkan Undang-Undang Perseroan Terbatas, Surat Edaran Bank Indonesia tentang Pelaksanaan *Good Corporate Governance* bagi bank Umum, Peraturan Otoritas Jasa Keuangan tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, serta Anggaran Dasar Bank.

BOD Charter tersebut berisi:

- A. Pendahuluan
 1. Latar Belakang
 2. Maksud dan Tujuan
 3. Landasan dan Peraturan Perundang-undangan
 4. Daftar Istilah
- B. Direksi
 1. Fungsi Direksi
 2. Persyaratan Direksi
 3. Keanggotaan Direksi
 4. Independensi atau Kemandirian Direksi
 5. Program Pengenalan dan Peningkatan Kapabilitas
 6. Etika Jabatan Direksi
 7. Tugas dan Kewajiban Direksi
 8. Wewenang Direksi
 9. Direksi wajib Meminta Persetujuan RUPS
 10. Hak Direksi
 11. Ketentuan Rapat Direksi
 12. Evaluasi Kinerja Direksi
 13. Organ dan Komite Pendukung Direksi
- C. Antar Organ Bank
- D. Penutup

Uraian lebih jelas mengenai isi BOD Charter Bank Victoria dapat dilihat pada situs *web* Bank bagian Tata Kelola (<http://www.victoriabank.co.id/pdf/007SKDIR0216> tentang Board Of Directors Sharter (BOD Charter).pdf).

3. Possess knowledge, and/or expertise in the field required to conduct the jobs.
- C. Other requirements
The members of the Board of Directors are not allowed to serve concurrent positions, if such positions are contrary to the laws and regulations, and/or if such concurrent positions may cause a conflict of interest.

BOARD OF DIRECTORS CHARTER (BOD CHARTER)

To support and facilitate the Board of Directors to in understanding and carrying out its duties and responsibilities, as well as its authority in an effective, efficient, transparent, competent, independent, and accountable manner. The Bank prepares the Board of Directors' Charter (BOD Charter) of PT Bank Victoria International Tbk. The BOD Charter and guideline have been approved through the Decree of the Board of Directors No. 007/SK-DIR/02/16 dated 24 February 2016.

The BOD Charter of Bank Victoria has been prepared according to the Law on Limited Liability Companies, the Circular of Bank Indonesia concerning the Application of Good Corporate Governance for Commercial Banks, the Regulation of the Financial Services Authority concerning the Board of Directors and Board of Commissioners of Stock Issuers, or Public Companies, as well as the Articles of Association of the Bank.

The BOD Charter contains :

- A. Introduction
 1. Background
 2. Purpose and Objectives
 3. Basis and Laws and Regulations
 4. Glossary
- B. Board of Directors
 1. Function of the Board of Directors
 2. Requirements for the Board of Directors
 3. Membership of the Board of Directors
 4. Independence of the Board of Directors
 5. Orientation Program and Capacity Building
 6. Code of Conduct of the Position of the Board of Directors
 7. Duties and Responsibilities of the Board of Commissioners
 8. Authority of the Board of Directors
 9. The Board of Directors are required to Obtain Approval from the GMS
 10. Rights of the Board of Directors
 11. Provisions of the Board of Directors' Meeting
 12. Performance Evaluation of the Board of Directors
 13. Organs and Supporting Committees of the Board of Directors
- C. Inter-Organ of the Bank
- D. Closing

More complete information about the contents of BOD Charter of Bank Victoria can be seen on the Bank's website on the Governance: (<http://www.victoriabank.co.id/pdf/007SKDIR0216> tentang Board Of Directors Charter (BOD Charter).pdf).

KOMPOSISI DAN DASAR PENGANGKATAN DIREKSI

Pengangkatan anggota Direksi berlaku efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan atas Penilaian Kemampuan dan Kepatutan (*Fit and Proper Test*) sesuai dengan Peraturan Otoritas Jasa Keuangan No. 27/POJK.03/2016 tentang Penilaian Kemampuan dan Kepatutan Bagi Pihak Utama Lembaga Jasa Keuangan serta memenuhi peraturan perundang-undangan yang berlaku. Untuk dapat mengikuti proses *Fit and Proper Test*, Perseroan mengajukan permohonan untuk memperoleh persetujuan calon anggota Direksinya kepada Otoritas Jasa Keuangan.

PERIODE 1 JANUARI – 18 MEI 2018

Komposisi anggota Direksi Bank Victoria periode 1 Januari sampai dengan 18 Mei 2018 terdiri dari 5 (lima) orang yaitu seorang sebagai Direktur Utama, seorang sebagai Wakil Direktur Utama, 2 (dua) orang Direktur, serta seorang Direktur Kepatuhan dan Manajemen risiko. Anggota Direksi tersebut diangkat berdasarkan RUPS dan telah melalui mekanisme *penilaian kemampuan dan kepatutan (fit and proper test)*

COMPOSITION AND BASIS OF APPOINTMENT OF BOARD OF DIRECTORS

Appointment of members of the Board of Directors shall be effective after obtaining approval from the Financial Services Authority on Fit-and-Proper Test pursuant to Financial Services Authority Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test for Key Parties of Financial Services Institutions, and meeting the applicable laws and regulations. To be able to join the process of Fit-and-Proper Test, the Bank must submit an application for obtaining approval for the prospective members of Board of Directors to the Financial Services Authority.

1 JANUARY - 18 MAY, 2018

The composition of Bank Victoria Board of Directors' members from January 1 - May 18 2018 consists of 5 (five) personnel, which include a President Director, Deputy President Director, 2 (two) Directors, and a Director of Compliance and Risk Management. Members of the Board of Directors are appointed based on GMS and have passed the fit and proper test mechanism.

Tabel Komposisi dan Dasar Pengangkatan Direksi

Table of Composition and Basis of Appointment of Board of Director

Nama Name	Jabatan Position	Pelaksana Implementor	Dasar Pengangkatan Appointment Basis	Tanggal Efektif Effective Date
Daniel Budirahayu	Direktur Utama / President Director	Otoritas Jasa Keuangan Financial Services Authority	Akta Berita Acara RUPS Tahunan No. 131 tanggal 26 Juni 2015 Deed of Minutes of Meeting of Annual GMS No. 131 dated 26 June 2015 Akta Berita Acara RUPS Tahunan No. 96 tanggal 24 Juni 2016 Deed of Minutes of Meeting of Annual GMS No. 96 dated 24 June 2016	30 Juli 2015 30 July 2015
Rusli	Wakil Direktur Utama / Deputy President Director	Otoritas Jasa Keuangan Financial Services Authority	Akta Berita Acara RUPS Luar Biasa No. 40 tanggal 29 Februari 2016 Deed of Minutes of Meeting of Extraordinary GMS No. 40 dated 29 February 2016 Akta Berita Acara RUPS Tahunan No. 96 tanggal 24 Juni 2016 Deed of Minutes of Meeting of Annual GMS No. 96 dated 24 June 2016	16 Mei 2016 16 May 2016
Rita Gosal	Direktur / Director	Otoritas Jasa Keuangan Financial Services Authority	Akta Berita Acara RUPS Tahunan No. 96 tanggal 24 Juni 2016 Deed of Minutes of Meeting of Annual GMS No. 96 dated 24 June 2016	5 September 2016 5 September 2016
Ramon Marlon Runtu	Direktur / Director	Bank Indonesia	Akta Berita Acara RUPS Tahunan No. 57 tanggal 17 Juni 2011 Deed of Minutes of Meeting of Annual GMS No. 57 dated 17 June 2011 Akta Berita Acara RUPS Tahunan No. 122 tanggal 28 Juni 2013 Deed of Minutes of Meeting of Annual GMS No. 122 dated 28 June 2013	12 Agustus 2011 12 August 2011

Nama Name	Jabatan Position	Pelaksana Implementor	Dasar Pengangkatan Appointment Basis	Tanggal Efektif Effective Date
Tamunan	Direktur Kepatuhan dan Manajemen Risiko/ Director of Compliance and Risk Management	Bank Indonesia	Akta Berita Acara RUPS Tahunan No. 109 tanggal 27 Juni 2008 Deed of Minutes of Meeting of Annual GMS No. 109 dated 27 June 2008 Akta Berita Acara RUPS Tahunan No. 81 tanggal 25 Juni 2010 Deed of Minutes of Meeting of Annual GMS No. 81 dated 25 June 2010 Akta Berita Acara RUPS Tahunan No. 122 tanggal 28 Juni 2013 Deed of Minutes of Meeting of Annual GMS No. 122 dated 28 June 2013 Akta Berita Acara RUPS Tahunan No. 96 tanggal 24 Juni 2016 Deed of Minutes of Meeting of Annual GMS No. 96 dated 24 June 2016	24 Maret 2009 24 March 2009

PERIODE 18 MEI 2018 – SEKARANG

Komposisi anggota Direksi Bank Victoria periode 18 Mei 2018 sampai dengan sekarang terdiri dari 6 (enam) orang yaitu seorang sebagai Direktur Utama, seorang sebagai Wakil Direktur Utama, 3 (tiga) orang Direktur, serta seorang Direktur Kepatuhan dan Manajemen risiko. Anggota Direksi tersebut diangkat berdasarkan RUPS dan telah melalui mekanisme penilaian kemapuan dan kepatutan (fit and proper test).

PERIOD OF 18 MAY 2018 - NOW

The composition of Bank Victoria Directors for the period of May 18, 2018 to the present consists of 6 (six) people, namely as a Managing Director, one as a Deputy Managing Director, 3 (three) Directors, and a Compliance and Risk Management Director. The members of the Board of Directors are appointed based on the GMS and have gone through the fit and proper test mechanism.

Tabel Komposisi dan Dasar Pengangkatan Direksi

Table of Composition and Basis of Appointment of Board of Director

Nama Name	Jabatan Position	Pelaksana Implementor	Dasar Pengangkatan Appointment Basis	Tanggal Efektif Effective Date
Ahmad Fajar	Direktur Utama / President Director	Otoritas Jasa Keuangan Financial Services Authority	Akta Berita Acara RUPS Tahunan No. 44 tanggal 18 Mei 2018 Akta Berita Acara RUPS Tahunan No. 44 tanggal 18 Mei 2018	30 Oktober 2018 30 October 2018
Rusli	Wakil Direktur Utama / Deputy President Director	Otoritas Jasa Keuangan Financial Services Authority	Akta Berita Acara RUPS Luar Biasa No. 40 tanggal 29 Februari 2016 Deed of Minutes of Meeting of Extraordinary GMS No. 40 dated 29 February 2016 Akta Berita Acara RUPS Tahunan No. 96 tanggal 24 Juni 2016 Deed of Minutes of Meeting of Annual GMS No. 96 dated 24 June 2016	16 Mei 2016 16 May 2016
Ramon Marlon Runtu	Direktur / Director	Bank Indonesia Bank Indonesia	Akta Berita Acara RUPS Tahunan No. 57 tanggal 17 Juni 2011 Deed of Minutes of Meeting of Annual GMS No. 57 dated 17 June 2011 Akta Berita Acara RUPS Tahunan No. 122 tanggal 28 Juni 2013 Deed of Minutes of Meeting of Annual GMS No. 122 dated 28 June 2013	12 Agustus 2011 12 August 2011
Debora Wahjutirto Tanoyo	Direktur / Director	Otoritas Jasa Keuangan Financial Services Authority	Akta Berita Acara RUPS Tahunan No. 44 tanggal 18 Mei 2018 Akta Berita Acara RUPS Tahunan No. 44 tanggal 18 Mei 2018	22 November 2018 22 November 2018

Nama Name	Jabatan Position	Pelaksana Implementor	Dasar Pengangkatan Appointment Basis	Tanggal Efektif Effective Date
Lembing	Direktur / Director	Otoritas Jasa Keuangan Financial Services Authority	Akta Berita Acara RUPS Tahunan No. 44 tanggal 18 Mei 2018 Akta Berita Acara RUPS Tahunan No. 44 tanggal 18 Mei 2018	30 Oktober 2018 30 October 2018
Tamunan	Direktur Kepatuhan dan Manajemen Risiko/ Director of Compliance and Risk Management	Bank Indonesia Bank Indonesia	Akta Berita Acara RUPS Tahunan No. 109 tanggal 27 Juni 2008 Deed of Minutes of Meeting of Annual GMS No. 109 dated 27 June 2008 Akta Berita Acara RUPS Tahunan No. 81 tanggal 25 Juni 2010 Deed of Minutes of Meeting of Annual GMS No. 81 dated 25 June 2010 Akta Berita Acara RUPS Tahunan No. 122 tanggal 28 Juni 2013 Deed of Minutes of Meeting of Annual GMS No. 122 dated 28 June 2013 Akta Berita Acara RUPS Tahunan No. 96 tanggal 24 Juni 2016 Deed of Minutes of Meeting of Annual GMS No. 96 dated 24 June 2016	24 Maret 2009 24 March 2009

PROGRAM ORIENTASI BAGI DIREKSI BARU

1. Untuk anggota Direksi yang baru diangkat, wajib diberikan Program Pengenalan mengenai kondisi Bank secara umum.
2. Penanggungjawab atas program pengenalan tersebut adalah Sekretaris Perusahaan atau siapapun yang menjalankan fungsi sebagai Sekretaris Perusahaan.
3. Peningkatan kapabilitas dinilai penting agar Direksi dapat selalu memperbaharui informasi tentang perkembangan terkini dari bisnis Bank dan peraturan perundang-undangan yang berlaku dan sebagai bentuk antisipasi atas masalah yang timbul di kemudian hari bagi keberlangsungan dan kemajuan Bank.
4. Program Pengenalan Direksi meliputi dan tidak terbatas pada hal-hal berikut ini:
 - a. Pemberian Informasi yang terdapat pada situs laman Bank;
 - b. Pengenalan tentang seluruh Sistem dan Prosedur yang terdapat pada Intranet Bank;
 - c. Membawa keliling ke cabang-cabang terutama cabang besar; dan
 - d. Menginformasikan Laporan Tahunan.

INDUCTION PROGRAM FOR NEW BOARD OF DIRECTORS

1. For newly appointed members of Board of Directors, Induction Program concerning Bank condition in general must be given.
2. Responsible personnel for the Induction Program is the Corporate Secretary or whoever run the function as Corporate Secretary.
3. Capability enhancement is considered important so that Board Directors can always update the information concerning the latest development of Bank business and the applicable laws and regulations, and as a form of anticipation on problems arising in the future for the Bank's sustainability and progress.
4. The Board Directors' Induction Program includes but not limited to the following:
 - a. Providing information contained on the Bank's website;
 - b. Giving orientation concerning all System and Procedures contained on Intranet Bank;
 - c. Taking the new Director for a tour to the branches especially main branches; and
 - d. Giving information on Annual Report.

PEMBIDANGAN TUGAS PENGAWASAN DIREKSI

Dalam melaksanakan tugasnya, Direksi dibagi atas bidang tugas sebagai berikut:

SEPARATION OF DUTIES OF BOARD OF DIRECTORS

In carrying out their duties, Board of Directors are separated into their respective scope of duty as follows:

Tabel Pembidangan Tugas Direksi

Table of Separation of Duties of Board of Directors

Nama Name	Jabatan Position	Bidang Tugas Scope of Duty
Daniel Budirahayu*)	Direktur Utama / President Director	Koordinasi pengelolaan Bank Victoria dan membawahi Unit Kerja: Coordinate Bank Victoria's Management and in charge of Work Units: 1. SKAI/ Terintegrasi and Anti Fraud. 2. Corporate Secretary. 3. Law Bureau. 4. Legal and Remedial 5. Human Capital Management.

Nama Name	Jabatan Position	Bidang Tugas Scope of Duty
Ahmad Fajar**)	Direktur Utama / President Director	Koordinasi pengelolaan Bank Victoria. Membawahi Unit Kerja: Coordinate Bank Victoria's Management and in charge of Work Units: 1. <i>SKAI/Integrated and Anti Fraud.</i> 2. <i>Corporate Legal.</i> 3. <i>Branch Banking Network & Performance.</i>
Rusli	Wakil Direktur Utama / Deputy President Director	Direktur Operasional dan Teknologi Informasi yang membawahi Unit Kerja: Director of Operations and System, in charge of Work Units: 1. <i>Operations dan IT.</i> 2. <i>Treasury Division.</i> 3. <i>International Banking.</i> 4. <i>HCM dan General Affairs.</i>
Rita Gosal*)	Direktur / Director	Direktur Bisnis yang membawahi Unit Kerja Director of Business in charge of Work Units: 1. <i>Commercial Banking.</i> 2. <i>SME and Consumer Banking.</i> 3. <i>Business Support.</i> 4. <i>Corporate Banking.</i> 5. <i>Multifinance Banking.</i>
Ramon Marlon Runtu	Direktur / Director	Direktur Kredit yang membawahi Unit Kerja Director of Credit in charge of Work Units: 1. <i>Special Asset Management</i> 2. <i>Credit Review of Corporate, Multifinance & International Banking</i> 3. <i>Credit Review of Commercial & SME</i>
Debora Wahjutirto Tanoyo***)	Direktur / Director	Direktur Finance dan Loan Admin yang membawahi unit kerja: Finance and Loan Admin Director in charge of the work units: 1. <i>Finance</i> 2. <i>Accounting</i> 3. <i>Strategic Performance Management</i> 4. <i>Loan Operation</i> 5. <i>Credit Legal</i>
Lembing**)	Direktur / Director	Direktur Bisnis yang membawahi Unit Kerja: Director of Business in charge of Work Units: 1. <i>Commercial Banking.</i> 2. <i>SME and Consumer Banking.</i> 3. <i>Corporate Banking.</i> 4. <i>Multifinance Banking.</i> 5. <i>Credit Monitoring & Assurance.</i>
Tamunan	Direktur Kepatuhan dan Manajemen Risiko/ Director of Compliance and Risk Management	Direktur Kepatuhan dan Manajemen Risiko yang membawahi Unit Kerja: Director of Compliance and Risk Management in charge of Work Units: 1. <i>Compliance, KYC/Integrated and System Procedure.</i> 2. <i>Risk Management/Integrated.</i> 3. <i>Corporate Secretary</i>

*) Berhenti menjabat sejak tanggal 18 Mei 2018. / End of term of office as of 18 May 2018.

**) Efektif menjabat sejak tanggal 30 Oktober 2018. / Start of effective term of office as of 30 October 2018.

***) Efektif menjabat sejak tanggal 22 November 2018. / Start of effective term of office as of 22 November 2018.

KEBIJAKAN KEBERAGAMAN DIREKSI DAN PENERAPANNYA

Dalam rekomendasi Otoritas Jasa Keuangan yang dituangkan dalam Lampiran Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka dinyatakan komposisi anggota Direksi memperhatikan keberagaman komposisi anggota Direksi. Keberagaman komposisi anggota Direksi merupakan kombinasi karakteristik yang diinginkan baik dari segi organ Direksi maupun anggota Direksi secara individu, sesuai dengan kebutuhan Perusahaan Terbuka. Kombinasi tersebut ditentukan dengan cara memperhatikan keahlian, pengetahuan dan pengalaman yang sesuai pada pembagian tugas dan fungsi jabatan Direksi dalam mencapai tujuan Perusahaan Terbuka. Dengan demikian, pertimbangan kombinasi karakteristik dimaksud akan berdampak dalam ketepatan proses pencalonan dan penunjukan individual anggota Direksi ataupun Direksi secara kolegal.

POLICY OF DIVERSE COMPOSITION OF BOARD OF DIRECTORS AND ITS IMPLEMENTATION

In the recommendation of Financial Services Authority set forth in the Attachment of Circular of Financial Services Authority Number 32/SEOJK.04/2015 on Corporate Governance Guideline for Public Companies, it is stated that the composition of members of Board of Directors shall take into consideration the diverse composition of members of Board of Directors. The diverse composition of Board of Directors is a combination of characteristics desired, both in terms of the organs of Board of Directors and members of the Board of Directors individually, in accordance with the needs of Public Companies. The combination shall be determined by taking into consideration the expertise, knowledge and experience in accordance with the separation of duties and functions of Board of Directors' position in achieving the purpose of Public Companies. Therefore, the consideration on the characteristic combination referred to will have an impact on the accuracy of the process of nomination and appointment of Board of Directors' members individually or collegially.

Tabel Keberagaman Komposisi Direksi
Table of Diverse Composition of Board of Directors

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman kerja Work Experience	Keahlian Skill
Daniel Budirahayu*)	Direktur Utama President Director	66 tahun 66 years	Laki-laki Male	Bachelor of Business Administration dari Technical College of Cologne, Germany (1982). Bachelor of Business Administration from Technical College of Cologne, Germany (1982)	- Management Trainee European Asian Bank, Hamburg (1982 – 1984). - Head of Credit Administration, Deutsche Bank, Jakarta (1984 – 1989). - Head of Corporate Banking Bank Central Asia (1989 – 2003). - Konsultan Independen di Toronto, Kanada (2003 – 2005). - Direktur Kredit PT Bank Mega Tbk. (2005 – 2012). - Komisaris Utama merangkap Komisaris Independen PT Bank Victoria International Tbk (2012-2015). - Direktur Utama PT Bank Victoria International Tbk (2015-2018). - Management Trainee at European Asian Bank, Hamburg (1982 - 1984). - Head of Credit Administration, Deutsche Bank, Jakarta (1984 - 1989). - Head of Corporate Banking at Bank Central Asia (1989 - 2003). - Independent Consultant in Toronto, Canada (2003 - 2005). - Director of Credit at PT Bank Mega Tbk. (2005 - 2012). - President Commissioner concurrently as an Independent Commissioner of PT Bank Victoria International Tbk (2012-2015). - President Director of PT Bank Victoria International Tbk. (2015-2018)	Perbankan Banking
Ahmad Fajar **)	Direktur Utama President Director	52 tahun 52 years	Laki-laki Male	- Sarjana Ekonomi Pertanian dari IPB (1988). - Magister Keuangan dari Universitas Padjajaran (2000). - Bachelor of Economics from IPB (1988) - Magister Finance from Universitas Padjajaran (2000)	- Analis Kredit di Bank Bumi Daya (1990-1999). - Vice President Head of Fixed Income dan Capital Market, Treasury Group di PT Bank Mandiri (Persero) (2004-2008). - Direktur Treasury & International Banking di PT Bank Century Tbk. (2008-2013). - Direktur Utama PT Bank Mutiara Tbk. (2014-2015). - Direktur Utama J Trust Bank (2014). - Komisaris J Trust Bank (2016). - Direktur Utama PT Bank Victoria International Tbk. (2018-sekarang). - Credit Analyst at Bank Bumi Daya (1990-1999). - Vice President Head of Fixed Income and Capital Market, Treasury Group at PT Bank Mandiri (Persero) (2004-2008). - Director of Treasury & International Banking at PT Bank Century Tbk. (2008-2013). - President Director PT Bank Mutiara Tbk. (2014-2015). - President Director J Trust Bank (2014). - Commissioner J Trust Bank (2016). - President Director PT Bank Victoria International Tbk. (2018-present).	Perbankan Banking
Rusli	Wakil Direktur Utama Deputy President Director	48 tahun 48 years	Laki-laki Male	Insinyur dari Universitas Trisakti (1993). Engineer from Universitas Trisakti (1993)	- Head of Treasury di PT Bank QNB Indonesia Tbk (2000-2002). - Direktur Treasury di PT Bank QNB Indonesia Tbk (2002-2009). - Direktur Bisnis di PT Bank QNB Indonesia Tbk (2009-2012). - Direktur Operasional di PT Bank QNB Indonesia Tbk (2012-2016). - Wakil Direktur Utama di PT Bank Victoria International Tbk (2016-sekarang). - Head of Treasury at PT Bank QNB Indonesia Tbk (2000-2002). - Director of Treasury at PT Bank QNB Indonesia Tbk (2002-2009). - Director of Business at PT Bank QNB Indonesia Tbk (2009-2012). - Director of Operations at PT Bank QNB Indonesia Tbk (2012-2016). - Deputy President Director at PT Bank Victoria International Tbk (2016-current).	Perbankan Banking

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman kerja Work Experience	Keahlian Skill
Rita Gosal*)	Direktur Director	52 tahun 52 years	Perempuan Female	- Sarjana Ekonomi dari Universitas Atmajaya, Jakarta (1989). - Magister Manajemen dari Universitas Pelita Harapan, Jakarta (2003). - Bachelor of Economic from Universitas Atmajaya, Jakarta (1989). - Magister Management from Universitas Pelita Harapan, Jakarta (2003).	- <i>Assistant Vice President</i> di Bank Bali tahun (1989-2000). - <i>Associate Director</i> di PT Paramitra Alfa Sekuritas tahun (2001-2003). - Direktur di PT Binaartha Parama tahun (2003-2006). - <i>Senior Vice President</i> di PT Bank Permata tahun (2006-2013). - <i>Executive Director</i> di PT Bank UOB Indonesia tahun 2013-2016. - Direktur Business di PT Bank Victorita International Tbk. (2016-2018) - <i>Assistant Vice President</i> di Bank Bali tahun (1989-2000). - <i>Associate Director</i> di PT Paramitra Alfa Sekuritas tahun (2001-2003). - Direktur di PT Binaartha Parama tahun (2003-2006). - <i>Senior Vice President</i> di PT Bank Permata tahun (2006-2013). - <i>Executive Director</i> di PT Bank UOB Indonesia tahun (2013-2016). - Director of Business PT Bank Victoria International Tbk. (2016-2018)	Perbankan Banking
Ramon Marlon Runtu	Direktur Director	56 tahun 56 years	Laki-laki Male	Sarjana Teknik Sipil dari Universitas Katolik Parahyangan (1989). Bachelor of Civil Engineering from Universitas Katolik Parahyangan (1989).	- Pimpinan Cabang Pembantu MT Haryono di PT Bank Victoria International Tbk. (1994-1995). - <i>Team Leader Corporate Banking</i> KCU Thamrin di PT Bank Victoria International Tbk. (1995-1996). - <i>Team Leader Corporate Banking</i> KCU Juanda di PT Bank Victoria International Tbk. (1996-1997). - Kepala Cabang Gani Djemat di PT Bank Mega Tbk (1997-2000). - Kepala Divisi Kredit Komersial di PT Bank Mega Tbk (2000-2002). - Direktur di PT Para Multifinance (2002-2008). - Staf Direksi di PT Bank Mega Tbk (2008). - Kepala Wilayah Jakarta I di PT Bank Mega Tbk (2002-2011). - Direktur Bisnis di PT Bank Victoria International Tbk. (2011-2018). - Manager of SubBranch MT Haryono at PT Bank Victoria International Tbk. (1994-1995). - Team Leader Corporate Banking KCU Thamrin at PT Bank Victoria International Tbk. (1995-1996). - Team Leader Corporate Banking KCU Juanda at PT Bank Victoria International Tbk. (1996-1997). - Manager of Gani Djemat Branch at PT Bank Mega Tbk (1997-2000). - Head of Commercial Credit Division at PT Bank Mega Tbk (2000-2002). - Director at PT Para Multifinance (2002-2008). - Staff of Director at PT Bank Mega Tbk (2008). - Head of Jakarta I Region at PT Bank Mega Tbk (2002-2011). - Director of Business at PT Bank Victoria International Tbk. (2011-2018).	Perbankan Banking

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman kerja Work Experience	Keahlian Skill
Debora Wahjutirto Tanoyo ***)	Direktur Director	33 tahun 33 years	Perempuan Female	- Bachelor of Science dari University of San Francisco (2006). - Master of Business Administration dari University of San Francisco (2009). - Bachelor of Science from University of San Francisco (2006). - Master of Business Administration from University of San Francisco (2009).	- Assurance Staff di Burr Pilger & Mayer LLP (2007-2008). - Senior Associate 2 di Ernst & Young LLP (2011-2013). - Finance Manager di PT Victoria Investama Tbk (2014). - Senior Staf Manajemen Risiko di PT Bank Victoria International Tbk (2014-2015). - Direktur di PT Victoria Investama Tbk (2014-2018). - Komisaris di PT Bank Victoria International Tbk (2016-2018). - Direktur di PT Bank Victoria International Tbk (2018-sekarang). - Staff at Burr Pilger & Mayer LLP (2007-2008). - Senior Associate 2 at Ernst & Young LLP (2011-2013). - Finance Manager at PT Victoria Investama Tbk (2014). - Senior Staf Risk Management at PT Bank Victoria International Tbk (2014-2015). - Director at PT Victoria Investama Tbk (2014-2018). - Commissioner at PT Bank Victoria International Tbk (2016-2018). - Director PT Bank Victoria International Tbk (2018-present).	Bisnis Business
Lembing **)	Direktur Director	54 tahun 54 years	Laki-laki Male	Sarjana Ekonomi dari Universitas Tarumanegara (1989). Bachelor of Economic from Universitas Tarumanegara (1989)	- Export Import Staff di Golden Dragon (1988-1989). - Kepala Wilayah Jakarta dan Kalimantan di PT Bank Lippo Tbk (1989-2008). - SME Head di Bank Danamon (2008-2009). - SME Head and Emerging Business di Maybank (2009-2012). - Direktur di PT Agung Kimia Cemerlang (2012-2017). - Komisaris di PT Agung Kimia Cemerlang (2015-2017). - SME Head di Maybank (2017-2018). - Direktur Business di PT Bank Victoria International Tbk. (2018-sekarang). - Export Import Staff at Golden Dragon (1988-1989). - Head of Jakarta and Kalimantan Region at PT Bank Lippo Tbk (1989-2008). - SME Head at Bank Danamon (2008-2009). - SME Head and Emerging Business at Maybank (2009-2012). - Director at PT Agung Kimia Cemerlang (2012-2017). - Commissioner at PT Agung Kimia Cemerlang (2015-2017). - SME Head at Maybank (2017-2018). - Director of Business PT Bank Victoria International Tbk. (2018-present).	Perbankan Banking
Tamunan	Direktur Kepatuhan dan Manajemen Risiko Director of Compliance and Risk Management	53 tahun 53 years	Laki-laki Male	- Sarjana Ekonomi Akuntansi dari Universitas Lambung Mangkurat (1990). - Magister Manajemen dari Universitas Indonesia (2008).	- Staff Audit di KAP Drs. Santoso (1987-1988). - Kepala Bagian Administrasi dan Umum di PT Winduintan Deltatama (Muda Jaya Group) (1988-1990). - Kepala Kantor di Bank Andromeda (1990-1997). - Kepala Kantor di Bank Alfa (1997-1999). - Staff di Badan Penyehatan Perbankan Nasional (BPPN) (1999). - Manajer Operasional di PT Victoria Sekuritas (1999-2001). - Head of Operation and Compliance di PT Mahastra Capital (2001-2003). - Pejabat Eksekutif di PT Bank Victoria International Tbk (2004-2007). - Sekretaris Perusahaan di PT Bank Victoria International Tbk. (2008-2010) - Direktur Operasi di PT Bank Victoria International Tbk (2007-2008). - Direktur Kepatuhan dan Manajemen Risiko (2008-sekarang).	Perbankan Banking

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman kerja Work Experience	Keahlian Skill
				- Bachelor of Economic in Accounting from Universitas Lambung Mangkurat (1990). - Magister Management from Universitas Indonesia (2008).	- Audit Staff at KAP Drs. Santoso (1987-1988). - Head of Administration and General Affair Department at PT Winduintan Deltatama (Muda Jaya Group) (1988-1990). - Office Head at Bank Andromeda (1990-1997). - Office Head at Bank Alfa (1997-1999). - Staff at Indonesian Bank Restructuring Agency (BPPN) (1999). - Manager of Operations at PT Victoria Sekuritas (1999-2001). - Head of Operation and Compliance at PT Mahastra Capital (2001-2003). - Executive Officer at PT Bank Victoria International Tbk (2004-2007). - Corporate Secretary of PT Bank Victoria International Tbk. (2008-2010) - Director of Operations at PT Bank Victoria International Tbk (2007-2008). - Director of Compliance and Risk Management (2008-current).	

*) Berhenti menjabat sejak tanggal 18 Mei 2018. / End of term of office as of 18 May 2018.

**) Efektif menjabat sejak tanggal 30 Oktober 2018. / Start of effective term of office as of 30 October 2018.

***) Efektif menjabat sejak tanggal 22 November 2018. / Start of effective term of office as of 22 November 2018.

HUBUNGAN AFILIASI DIREKSI

Direksi senantiasa bertindak independen, dalam arti tidak mempunyai benturan kepentingan yang dapat mengganggu kemampuannya untuk melaksanakan tugas secara mandiri dan kritis, baik dalam hubungan satu sama lain maupun hubungan terhadap Dewan Komisaris.

Direksi tidak memiliki hubungan keuangan, hubungan kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, sehingga, dapat melaksanakan tugas dan tanggung jawabnya secara independen.

Direksi tidak memegang jabatan rangkap sebagai Direktur Utama atau Direktur lainnya pada Badan Usaha Milik Negara, Daerah dan Swasta atau jabatan lain yang berhubungan dengan pengelolaan Perseroan, maupun jabatan struktural, dan jabatan fungsional lainnya pada instansi/lembaga pemerintah pusat dan pemerintah daerah, serta jabatan lainnya sesuai dengan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan lainnya yang berlaku.

Hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau pengendali, yang meliputi:

- Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya;
- Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris;
- Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau pengendali;
- Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya; dan
- Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau pengendali.

Independensi Direksi dapat dilihat sebagaimana tabel di bawah ini:

AFFILIATE RELATIONSHIP OF BOARD OF DIRECTORS

Board of Directors constantly act independently, in the sense of having no conflict of interest which can interfere with their ability to carry out their duties independently and critically, both in the relations to one another within the BOD and in relation to the Board of Commissioners.

Board of Directors have no financial relationship, management relationship, shares ownership and/or family relationship with the members of the Board of Commissioners, other members of Board of Directors and/or Controlling Shareholders or relationship with Bank, so that they can carry out their duties and responsibilities independently.

Board of Directors have no concurrent positions as President Director or other Director in State-owned Enterprises (BUMN), Regional-owned Enterprises (BUMD) and Private-owner Enterprises or other positions related to the management of Companies, structural positions at agencies/institutions of central government and regional government, as well as other positions in accordance with the provisions of the Bank's Articles of Association and other applicable laws and regulations.

Affiliate relationships between members of Board of Directors, Board of Commissioners, and Major and/or Controlling Shareholders, including:

- Affiliate relationship between a Director and another Director;
- Affiliate relationship between members of BOD and members of BOC;
- Affiliate relationship between members of BOD and Major and/or Controlling Shareholders;
- Affiliate relationship between members of BOC and other members of BOC; and
- Affiliate relationship between members of BOC and Major and/or Controlling Shareholders.

The independence of Board of Directors can be seen as in below table:

Tabel Hubungan Afiliasi Direksi
Table of Board of Directors' Affiliate Relationship

Hubungan Keuangan, Keluarga dan Kepengurusan Direksi Financial, Family and Management Relationship of Board of Directors															
Nama Name	Jabatan Position	Hubungan Keuangan Dengan Financial Relationship with						Hubungan Keluarga Dengan Family Relationship with						Hubungan Kepengurusan Dengan Perusahaan Lain Management Relationship With Other Company	
		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Controlling Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Controlling Shareholders			
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Daniel Budirahayu*)	Direktur Utama President Director		√		√		√		√		√		√		√
Ahmad Fajar**)	Direktur Utama President Director		√		√		√		√		√		√		√
Rusli	Wakil Direktur Utama Deputy President Director		√		√		√		√		√		√		√
Rita Gosal*)	Direktur Director		√		√		√		√		√		√		√
Ramon Marlon Runtu	Direktur Director		√		√		√		√		√		√		√
Debora Wahjutirto Tanoyo***)	Direktur Director		√		√	√			√		√	√			√
Lembing**)	Direktur Director		√		√		√		√		√		√		√
Tamunan	Direktur Kepatuhan dan Manajemen Risiko Director of Compliance and Risk Management		√		√		√		√		√		√		√

*) Berhenti menjabat sejak tanggal 18 Mei 2018. / End of term of office as of 18 May 2018.

***) Efektif menjabat sejak tanggal 30 Oktober 2018. / Start of effective term of office as of 30 October 2018.

****) Efektif menjabat sejak tanggal 22 November 2018. / Start of effective term of office as of 22 November 2018.

KEBIJAKAN RANGKAP JABATAN DIREKSI

Direksi melakukan rangkap jabatan sesuai dengan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum, serta peraturan turunannya, sepanjang yang bersangkutan tidak mengabaikan pelaksanaan tugas dan tanggung jawab sebagai anggota Direksi Bank. Berdasarkan peraturan tersebut, ketentuan rangkap jabatan Direksi diuraikan sebagai berikut:

1. Anggota Direksi dilarang merangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris atau pejabat eksekutif pada bank, perusahaan dan/atau lembaga lain.
2. Tidak termasuk rangkap jabatan sebagaimana dimaksud pada poin 1 dalam hal Direksi, yang bertanggung jawab terhadap pengawasan atas penyertaan Bank pada Anak Perusahaan, menjalankan tugas fungsional menjadi

POLICY ON CONCURRENT POSITIONS OF BOARD OF DIRECTORS

Board of Directors may have concurrent positions in accordance with Financial Services Authority Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks, and its derivative regulations, provided that the concerned person does not neglect the implementation of duties and responsibilities as member of Board of Directors of Bank. Based on the regulation, the provision of concurrent position of Board of Directors is described as follows:

1. Members of Board of Directors are prohibited to have concurrent positions as members of Board of Directors, members of Board of Commissioners or executive officers in banks, companies and/or other institutions.
2. The concurrent position as referred to point 1 is not applicable, in the event the Board of Directors responsible for overseeing the Bank's participation in Subsidiaries, carrying out functional duties of becoming a member of

anggota Dewan Komisaris pada Anak Perusahaan bukan bank yang dikendalikan oleh Bank.

Sesuai dengan ketentuan tersebut, rangkap jabatan anggota Direksi Bank Victoria ditunjukkan sebagai berikut:

the Board of Commissioners in a non-bank Subsidiary controlled by Bank.

In accordance with the abovementioned provisions, the concurrent positions of members of Board of Directors of Bank Victoria are shown as follows:

Tabel Rangkap Jabatan Direksi
Table of Concurrent Positions of Board of Directors

Nama Name	Jabatan Position	Jabatan pada Perusahaan/ Instansi Lain Position in Other Company/ Institution	Nama Perusahaan/ Instansi Lain Name of Other Company/ Institution
Daniel Budirahayu*)	Direktur Utama / President Director	-	-
Ahmad Fajar**)	Direktur Utama / President Director	-	-
Rusli	Wakil Direktur Utama Deputy President Director	-	-
Rita Gosal*)	Direktur / Director	-	-
Ramon Marlon Runtu	Direktur / Director	-	-
Debora Wahjutiarto Tanoyo***)	Direktur / Director	-	-
Lembing**)	Direktur / Director	-	-
Tamunan	Direktur Kepatuhan dan Manajemen Risiko Director of Compliance and Risk Management	-	-

*) Berhenti menjabat sejak tanggal 18 Mei 2018. / End of term of office as of 18 May 2018.

**) Efektif menjabat sejak tanggal 30 Oktober 2018. / Start of effective term of office as of 30 October 2018.

***) Efektif menjabat sejak tanggal 22 November 2018. / Start of effective term of office as of 22 November 2018.

INDEPENDENSI DAN PENGELOLAAN BENTURAN KEPENTINGAN DIREKSI

Independensi Direksi merupakan faktor penting yang perlu dijaga agar Direksi dapat bertindak dengan sebaik-baiknya demi kepentingan Bank secara keseluruhan. Untuk menjaga independensi Direksi, Bank menetapkan ketentuan sebagai berikut:

1. Selain Direksi, pihak lain manapun dilarang melakukan atau campur tangan dalam pengelolaan Bank.
2. Direksi harus dapat mengambil keputusan secara obyektif, tanpa benturan kepentingan dan bebas dari segala tekanan dari pihak manapun.
3. Anggota Direksi dilarang melakukan kegiatan yang dapat mengganggu independensinya dalam mengurus Bank.

Terkait hal tersebut, Direksi harus menghindari terjadinya benturan kepentingan dalam setiap pengambilan keputusan. Dalam hal terjadi benturan kepentingan, anggota Direksi dilarang mengambil tindakan yang dapat merugikan Bank atau mengurangi keuntungan Bank, serta wajib mengungkapkan benturan kepentingan dalam setiap keputusan.

Untuk meminimalisir terjadinya benturan kepentingan, maka setiap anggota Direksi diwajibkan untuk menandatangani Pakta Integritas yang berisikan komitmen bahwa dalam melaksanakan tugasnya, anggota Direksi tidak akan melakukan hal-hal yang dapat menimbulkan konflik kepentingan. Pakta Integritas tersebut disimpan dan diadministrasikan oleh Sekretaris Perusahaan.

INDEPENDENCE AND MANAGEMENT OF CONFLICT OF INTERESTS OF BOARD OF DIRECTORS

Board of Directors' independence is an important factor that needs to be maintained so that the Board of Directors can fully act as well as possible for the interest of the Bank. To maintain the independence of Board of Directors, Bank has set the following provisions:

1. Other than Board of Directors, any other party is prohibited from doing or interfering in the management of the Bank.
2. Board of Directors must be able to make decision objectively, without conflict of interest and free from any pressure from any party.
3. Members of BOD are prohibited from conducting activities that can disrupt their independence in managing the Bank.

In relation to this, Board of Directors must avoid conflict of interest in every decision-making. In the event conflict of interest occurs, members of BOD are prohibited from making decision that might inflict financial loss to Bank or lessen Bank profits, and are obligated to disclose conflict of interest in every decision.

To minimize conflict of interest, all members of BOD must sign Integrity Pact containing commitment that in carrying out their duties, members of BOD will not do things that might cause conflict of interest. The Integrity Pact shall be filed and administered by the Corporate Secretary.

KEPEMILIKAN SAHAM DIREKSI

Berdasarkan Peraturan Otoritas Jasa Keuangan tentang Penerapan Tata Kelola bagi Bank Umum, Direksi wajib mengungkapkan kepemilikan saham yang mencapai 5% (lima persen) atau lebih, baik pada Bank Victoria maupun pada bank dan perusahaan lain, yang berkedudukan di dalam dan di luar negeri. Pengungkapan kepemilikan saham anggota Direksi pada Bank Victoria telah disampaikan dalam Profil Perusahaan dalam Laporan Tahunan ini. Sedangkan, pengungkapan kepemilikan saham anggota Direksi pada bank atau perusahaan lain ditunjukkan sebagai berikut:

Tabel Kepemilikan Saham Direksi
Table of Share Ownership of Board of Directors

Nama Name	Jabatan Position	Kepemilikan Saham Shares Ownership			
		Bank Victoria	Bank Lain Other Banks	Lembaga Keuangan Non Bank Non-Bank Financial Agencies	Perusahaan Lain Other companies
Daniel Budirahayu*)	Direktur Utama President Director	-	-	-	-
Ahmad Fajar **)	Direktur Utama President Director	-	-	-	-
Rusli	Wakil Direktur Utama Deputy President Director	-	-	-	-
Rita Gosal*)	Direktur / Director	-	-	-	-
Ramon Marlon Runtu	Direktur Director	-	-	-	-
Debora Wahjutirto Tanoyo***)	Direktur / Director	-	-	√	√
Lembing**)	Direktur / Director	-	-	-	-
Tamunan	Direktur Kepatuhan dan Manajemen Risiko Director of Compliance and Risk Management	-	-	-	-

*) Berhenti menjabat sejak tanggal 18 Mei 2018. / End of term of office as of 18 May 2018.

**) Efektif menjabat sejak tanggal 30 Oktober 2018. / Start of effective term of office as of 30 October 2018.

***) Efektif menjabat sejak tanggal 22 November 2018. / Start of effective term of office as of 22 November 2018.

RAPAT DIREKSI

Sebagai bagian dari pelaksanaan tugas, Direksi wajib menyelenggarakan rapat secara berkala. Berdasarkan BOD Charter, Direksi wajib menyelenggarakan rapat internal Direksi paling sedikit 1 (satu) kali dalam 1 (satu) bulan dan dapat diadakan setiap waktu apabila dianggap perlu oleh salah seorang anggota Direksi atau atas permintaan dari rapat Dewan Komisaris atau atas permintaan tertulis dari 1 (satu) atau lebih Pemegang Saham yang memiliki paling sedikit 10% (sepuluh persen) dari jumlah seluruh saham dengan hak suara yang sah yang dikeluarkan oleh Bank. Direksi juga wajib melaksanakan rapat gabungan dengan Dewan Komisaris paling sedikit 1 (satu) kali dalam 2 (dua) bulan untuk membahas perkembangan dari laporan kinerja Direksi. Selain itu, Direksi wajib melaksanakan rapat Direktorat paling sedikit 1 (satu) kali dalam 1 (satu) bulan.

SHARE OWNERSHIP OF BOARD OF DIRECTORS

Pursuant to Financial Services Authority Regulation concerning Implementation of Governance for Commercial Banks, Board of Directors are obligated to disclose share ownership that reach 5% (five percent) or more, both at Bank Victoria and other banks and companies, domiciled in and out of the country. The share ownership of members of BOD at Bank Victoria has been disclosed in the Company Profile in this Annual Report. Meanwhile, the disclosure of share ownership of members of BOD in other banks or companies is shown as follows:

MEETING OF BOARD OF DIRECTORS

As part of the implementation of duties, the Board of Directors must hold regular meetings. Based on BOD Charter, the Board of Directors must hold an internal meeting at least 1 time in 1 month and at any time if deemed necessary by the Board of Directors' member or at the request of Board of Commissioners' meeting or written request from 1 or more Shareholders who own at least 10% (ten percent) of the total shares with valid voting rights issued by the Bank. The Board of Directors are also required to carry out joint meetings with the Board of Commissioners at least 1 time in 2 months to review the progress of the Board of Directors' performance report. In addition, the Board of Directors must conduct a Directorate meeting at least 1 time in 1 month.

AGENDA, TANGGAL DAN PESERTA RAPAT DIREKSI

Sepanjang tahun 2018, agenda, tanggal dan peserta Rapat Direksi adalah sebagai berikut:

AGENDA, DATE AND PARTICIPANT OF BOARD OF DIRECTORS' MEETING

Throughout 2018, the agenda, date and participant of Board of Directors' meetings are as follows:

Tabel Rapat Direksi**Table of Board of Directors' Meetings**

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participant	Kehadiran Attendance	Alasan Ketidakhadiran Reason of Absence
1.	5 Januari 2018 5 January 2018	Persiapan RAKER Bank Victoria tahun 2018. Preparation of Bank Victoria RAKER 2018	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan Rita Gosal	Tidak Hadir / Absence Hadir / Present Hadir / Present Hadir / Present Hadir / Present	cuti / on leave
2.	8 Januari 2018 8 January 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan posisi 5 Januari 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 6 January 2018 3. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan Rita Gosal	Tidak Hadir / Absence Hadir / Present Hadir / Present Hadir / Present Hadir / Present	cuti / on leave
3.	15 Januari 2018 15 January 2018	1. SKAI <i>Strategic Plan</i> 2018-2020. 2. <i>Progress</i> NPL. 3. Kinerja Keuangan 12 Januari 2018. 4. Paparan Direktorat. 1. SKAI <i>Strategic Plan</i> 2018-2020 2. NPL Progress 3. Financial Performance per 12 January 2018 4. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan Rita Gosal	Hadir / Present Hadir / Present Tidak Hadir / Absence Hadir / Present Hadir / Present	cuti / on leave
4.	22 Januari 2018 22 January 2018	1. Pemaparan <i>Progress</i> PT. BIMA MultiFinance 2. <i>Progress</i> NPL. 3. Kinerja Keuangan 19 Januari 2018. 4. Paparan Direktorat. 1. Presentation on Progress of PT. BIMA MultiFinance 2. NPL Progress 3. Financial Performance per 19 January 2018 4. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan Rita Gosal	Hadir / Present Hadir / Present Hadir / Present Hadir / Present Hadir / Present	
5.	29 Januari 2018 29 January 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 26 Januari 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 26 January 2018 3. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan Rita Gosal	Hadir / Present Hadir / Present Hadir / Present Hadir / Present Hadir / Present	
6.	5 Februari 2018 5 February 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 2 Februari 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 2 February 2018 3. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan Rita Gosal	Hadir / Present Hadir / Present Hadir / Present Hadir / Present Hadir / Present	
7.	12 Februari 2018 12 February 2018	1. Pemaparan Rencana Pemindahan Kantor Pusat ke Graha BIP. 2. <i>Progress</i> NPL. 3. Kinerja Keuangan 9 Februari 2018. 4. Paparan Direktorat. 1. Presentation on Plan for Relocating Head Office to Graha BIP 2. NPL Progress 3. Financial Performance per 9 February 2018 4. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participant	Kehadiran Attendance	Alasan Ketidakhadiran Reason of Absence
8.	19 Februari 2018 19 February 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 15 Februari 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 15 February 2018 3. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	
9.	26 Februari 2018 26 February 2018	1. Pemaparan SME <i>Project</i> . 2. <i>Progress</i> NPL. 3. Kinerja Keuangan 23 Februari 2018. 4. Paparan Direktorat. 1. Presentation on SME Project 2. NPL Progress 3. Financial Performance per 23 February 2018 4. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	
10.	5 Maret 2018 5 March 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 2 Maret 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 2 March 2018 3. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	
11.	12 Maret 2018 12 March 2018	1. Presentasi dari Credit Analys. 2. <i>Progress</i> NPL. 3. Kinerja Keuangan 9 Maret 2018. 4. Paparan Direktorat. 1. Presentation from Credit Analyst 2. NPL Progress 3. Financial Performance per 9 March 2018 4. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	
12.	19 Maret 2018 19 March 2018	1. Presentasi dari SME (<i>Small Medium</i> SME). 2. <i>Progress</i> NPL. 3. Kinerja Keuangan 16 Maret 2018. 4. Paparan Direktorat. 1. Presentation from SME (<i>Small Medium</i> Enterprises) 2. NPL Progress 3. Financial Performance per 16 March 2018 4. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Tidak Hadir / Absence Hadir / Present	sakit / sick
13.	26 Maret 2018 26 March 2018	1. Presentasi dari Marcomm terkait Marketing Campaign. 2. <i>Progress</i> NPL. 3. Kinerja Keuangan 23 Maret 2018. 4. Paparan Direktorat. 1. Presentation from Marcomm related to Marketing Campaign 2. NPL Progress 3. Financial Performance per 23 March 2018 4. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	
14.	2 April 2018 2 April 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 31 Maret 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 31 March 2018. 3. Directorate Presentation.	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Tidak Hadir / Absence Hadir / Present Hadir / Present	cuti / on leave
15.	9 April 2018 9 April 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 2 April 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 2 April 2018 3. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	
16.	16 April 2018 16 April 2018	1. Presentasi dari HCM dan GA. 2. <i>Progress</i> NPL. 3. Kinerja Keuangan 13 April 2018. 4. Paparan Direktorat. 1. Presentation from HCM and GA 2. NPL Progress 3. Financial Performance per 13 April 2018	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participant	Kehadiran Attendance	Alasan Ketidakhadiran Reason of Absence
17.	23 April 2018 23 April 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 20 April 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 20 April 2018 3. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Tidak Hadir / Absence Hadir / Present Hadir / Present Hadir / Present	cuti / on leave
18.	30 April 2018 30 April 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 27 April 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 27 April 2018 3. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Tidak Hadir / Absence Tidak Hadir / Absence Hadir / Present	cuti / on leave Cuti / on leave
19	7 Mei 2018 7 May 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 4 Mei 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 4 May 2018 3. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	
20.	14 Mei 2018 14 May 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 11 Mei 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 11 May 2018 3. Directorate Presentation	Daniel Budirahayu Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present Hadir / Present	
21.	21 Mei 2018 21 May 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 18 Mei 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 18 May 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
22.	28 Mei 2018 28 May 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 25 Mei 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 25 May 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
23.	4 Juni 2018 4 June 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 31 Mei 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 31 May 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
24.	25 Juni 2018 25 June 2018	1. <i>Progress</i> NPL. 2. <i>Update Flowchart</i> SME dan Kredit Komersil. 3. Kinerja Keuangan 31 Mei 2018. 4. Paparan Direktorat. 1. NPL Progress 2. Update Flowchart of SME and Commercial Credit 3. Financial Performance per 31 May 2018 4. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
25.	2 Juli 2018 2 July 2018	1. Presentasi oleh Vendor PT. Realta mengenai aplikasi HRIS. 2. Presentasi terkait PT. Bima Multifinance. 3. <i>Detail Timeline</i> pindah KP ke BIP. 4. Presentasi usulan perubahan Proses Kredit. 5. Kinerja Keuangan 30 Juni 2018. 1. Presentation by Vendor of PT Realta on HRIS application 2. Presentation related to PT. Bima Multifinance 3. Detail Timeline on Head Office Relocation to BIP 4. Presentation on proposal of Credit Process Changes. 5. Financial Performance per 30 June 2018.	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participant	Kehadiran Attendance	Alasan Ketidakhadiran Reason of Absence
26.	9 Juli 2018 9 July 2018	1. Presentasi BTB Program Periode Juli-Agustus 2018. 2. Presentasi <i>timeline</i> perpindahan KPO. 3. <i>Progress</i> NPL. 4. Kinerja Keuangan 6 Juli 2018. 5. Paparan Direktorat. 1. Presentation on BTB Program for July-August 2018 Period 2. Presentation on the timeline of KPO relocation 3. NPL Progress 4. Financial Performance per 6 July 2018 5. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
27.	17 Juli 2018 17 July 2018	1. Presentasi Vendor Vintage Analysis oleh Synergi. 2. <i>Progress</i> NPL. 3. Perpindahan Kantor Pusat ke BIP. 4. Kinerja Keuangan 14 Juli 2018. 5. Paparan Direktorat. 1. Presentation on Vendor Vintage Analysis by Synergy 2. NPL Progress 3. Relocation of the Head Office to BIP 4. Financial Performance per 14 July 2018 5. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
28.	23 Juli 2018 23 July 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 20 Juli 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 20 July 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
29.	30 Juli 2018 30 July 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 27 Juli 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 27 July 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
30.	6 Agustus 2018 6 August 2018	1. Kinerja Keuangan 3 Agustus 2018. 2. Paparan Direktorat. 1. Financial Performance per 3 August 2018 2. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
31.	13 Agustus 2018 13 August 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 10 Agustus 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 10 August 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Tidak Hadir / Absence Hadir / Present Hadir / Present	cuti / on leave
32.	20 Agustus 2018 20 August 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 16 Agustus 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 16 August 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
33.	27 Agustus 2018 27 August 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 24 Agustus 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 24 August 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Tidak Hadir / Absence Tidak Hadir / Absence	Cuti / on leave cuti / on leave
34.	3 September 2018 3 September 2018	1. Kinerja Keuangan 31 Agustus 2018. 2. Paparan Direktorat. 1. Financial Performance per 31 August 2018 2. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participant	Kehadiran Attendance	Alasan Ketidakhadiran Reason of Absence
35.	10 September 2018 10 September 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 7 September 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 7 September 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Tidak Hadir / Absence Hadir / Present	Cuti / on leave
36.	17 September 2018 17 September 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 14 September 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 14 September 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
37.	24 September 2018 24 September 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 21 September 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 21 September 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
38.	1 Oktober 2018 1 October 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 30 September 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 30 September 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
39.	8 Oktober 2018 8 October 2018	1. Presentasi <i>Liquidity Contingency Plan</i> . 2. Presetnasi <i>Early Warning System</i> (EWS) 3. <i>Progress</i> NPL. 4. Kinerja Keuangan 30 September 2018. 5. Paparan Direktorat. 1. Presentation on Liquidity Contingency Plan 2. Presentation on Early Warning System (EWS) 3. NPL Progress 4. Financial Performance per 30 September 2018 5. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
40.	15 Oktober 2018 15 October 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 12 Oktober 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 12 October 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
41.	22 Oktober 2018 22 October 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 18 Oktober 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 18 October 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	
42.	29 Oktober 2018 29 October 2018	1. <i>Progress</i> NPL. 2. Kinerja Keuangan 26 Oktober 2018. 3. Paparan Direktorat. 1. NPL Progress 2. Financial Performance per 26 October 2018 3. Directorate Presentation	Rusli Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present	

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No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participant	Kehadiran Attendance	Alasan Ketidakhadiran Reason of Absence
49.	17 Desember 2018 17 December 2018	1. Proyeksi NPL 14 Desember 2018. 2. Kinerja Keuangan 14 Desember 2018. 3. Paparan Direktorat. 1. NPL Projection per 14 December 2018 2. Financial Performance per 14 December 2018 3. Directorate Presentation	Ahmad Fajar Rusli Debora Wahjutiarto Tanoyo Lembing Ramon M. Runtu Tamunan	Hadir / Present Hadir / Present Hadir / Present Hadir / Present Hadir / Present Hadir / Present Hadir / Present	
50.	26 Desember 2018 26 December 2018	1. Proyeksi NPL 26 Desember 2018. 2. Kinerja Keuangan 21 Desember 2018. 3. Paparan Direktorat. 1. NPL Projection per 26 December 2018 2. Financial Performance per 21 December 2018 3. Directorate Presentation	Ahmad Fajar Rusli Debora Wahjutiarto Tanoyo Lembing Ramon M. Runtu Tamunan	Hadir / Present Tidak Hadir / Absence Tidak Hadir / Absence Hadir / Present Tidak Hadir / Absence Tidak Hadir / Absence Hadir / Present	Cuti / on leave Cuti / on leave Cuti / on leave

FREKUENSI DAN KEHADIRAN RAPAT

Selama tahun 2018, Direksi telah melaksanakan rapat internal sebanyak 50 kali dan rapat gabungan Bersama Dewan Komisaris sebanyak 14 kali. Frekuensi dan kehadiran rapat masing-masing anggota Direksi disajikan sebagai berikut.

MEETING FREQUENCY AND ATTENDANCE

During 2018, the Board of Directors held 50 internal meetings and 14 joint meetings with the Board of Commissioners. The meetings frequency and attendance of each Board of Directors' member is presented as follows.

Tabel Frekuensi dan Kehadiran Rapat Direksi

Table of Meeting Frequency and Attendance of Board of Directors

Nama Name	Jabatan Position	Rapat Direksi Meeting of Board of Directors			Rapat Gabungan Direksi dengan Dewan Komisaris Joint Meeting of Board of Directors and Board of Commissioners		
		Jumlah dan (%) Kehadiran Number of and (%) Attendance			Jumlah dan (%) Kehadiran Number of and (%) Attendance		
		Jumlah Rapat No. of Meetings	Jumlah Kehadiran Number of Attendance	%	Jumlah Rapat No. of Meetings	Jumlah Kehadiran Number of Attendance	%
Daniel Budirahayu*)	Direktur Utama President Director	20	17	85	6	6	100
Ahmad Fajar**)	Direktur Utama President Director	8	8	100	3	3	100
Rusli	Wakil Direktur Utama Deputy President Director	50	44	88	14	14	100
Rita Gosal*)	Direktur Director	20	6	30	6	5	83,33
Ramon Marlon Runtu	Direktur Director	50	41	82	14	13	93,86
Debora Wahjutiarto Tanoyo***)	Direktur Director	5	3	60	2	2	100
Lembing**)	Direktur Director	8	8	100	3	3	100
Tamunan	Direktur Kepatuhan dan Manajemen Risiko Director of Compliance and Risk Management	50	48	96	14	13	92,86

*) Berhenti menjabat sejak tanggal 18 Mei 2018. / End of term of office as of 18 May 2018.

**) Efektif menjabat sejak tanggal 30 Oktober 2018. / Start of effective term of office as of 30 October 2018.

***) Efektif menjabat sejak tanggal 22 November 2018. / Start of effective term of office as of 22 November 2018.

SERTIFIKASI MANAJEMEN RISIKO

Pada periode 2018, Direksi yang telah lulus sertifikasi manajemen risiko sebagai berikut:

Nama Name	Jabatan Position	Sertifikasi Manajemen Risiko Risk Management Certification
Daniel Budirahayu*)	Direktur Utama / President Director	Level V
Ahmad Fajar**)	Direktur Utama / President Director	Level V
Rusli	Wakil Direktur Utama / Deputy President Director	Level V
Rita Gosal*)	Direktur / Director	Level V
Ramon Marlon Runtu	Direktur / Director	Level V
Debora Wahjutirto Tanoyo***)	Direktur / Director	Level V
Lembing**)	Direktur / Director	Level V
Tamunan	Direktur Kepatuhan dan Manajemen Risiko Director of Compliance and Risk Management	Level V

*) Berhenti menjabat sejak tanggal 18 Mei 2018. / End of term of office as of 18 May 2018.

**) Efektif menjabat sejak tanggal 30 Oktober 2018. / Start of effective term of office as of 30 October 2018.

***) Efektif menjabat sejak tanggal 22 November 2018. / Start of effective term of office as of 22 November 2018.

KEBIJAKAN REMUNERASI DIREKSI

Uraian terkait Kebijakan Remunerasi Direksi dapat dilihat pada Bagian Penerapan Tata Kelola Remuerasi Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

PENILAIAN KINERJA DIREKSI

PENILAIAN KINERJA DIREKSI BERDASARKAN RUPS

Pelaksanaan evaluasi kinerja Direksi dilakukan secara komprehensif, berjenjang, dan berkala. Evaluasi terhadap kinerja Direksi dilakukan 1 (satu) kali dalam setahun oleh Dewan Komisaris yang selanjutnya di laporkan melalui RUPS.

Prosedur Pelaksanaan Assessment Kinerja Direksi

Penilaian kinerja Direksi adalah sebagai berikut.

1. Direksi menyusun *Key Performance Indicators* (KPI) yang memuat rencana kerja, sasaran atau target yang akan dicapai dalam satu tahun maupun triwulanan.
2. Direksi melaporkan realisasi pencapaian target masing-masing KPI dalam laporan triwulanan dan laporan tahunan kepada Dewan Komisaris baik secara individu maupun kolektif untuk di evaluasi.
3. Hasil evaluasi KPI Direksi oleh Dewan Komisaris merupakan media penilaian pertanggungjawaban Direksi di RUPS.

Kriteria Evaluasi Kinerja Direksi

Penilaian kinerja Direksi berdasarkan indikator umum, yaitu:

1. Terlaksananya kepemimpinan (*leadership*), kerja sama (*team work*), komunikasi dan kompetensi yang baik.
2. Terlaksananya *Good Corporate Governance* dalam setiap kegiatan usaha Bank.

CERTIFICATION OF RISK MANAGEMENT

During 2018 period, the Board of Directors that have passed the risk management certification are as follows:

REMUNERATION POLICY OF BOARD OF DIRECTORS

Description regarding the Board of Directors' Remuneration Policy can be seen in the Implementation of Remuneration Governance section on Corporate Governance Chapter in this Annual Report.

PERFORMANCE ASSESSMENT OF BOARD OF DIRECTORS

PERFORMANCE ASSESSMENT OF BOARD OF DIRECTORS BASED ON THE GMS

The implementation of performance evaluation of the Board of Directors is carried out comprehensively, tiered and periodically. Performance evaluation of the Board of Directors is conducted 1 (one) time in a year by the Board of Commissioners, then reported through the GMS.

Procedures For The Implementation of Performance Assessment of Board of Directors

The assessment of the Board of Directors' performances shall be as follows:

1. Board of Directors develops Key Performance Indicators (KPI) containing work plans, goals or targets of achievement within one year or quarterly.
2. Board of Directors report the realization of the target achievement of each KPI in quarterly and annual report both individually and collectively to the Board of Commissioners for evaluation.
3. The evaluation results of Board of Directors' KPI by the Board of Commissioners are the media of assessment of Board of Directors' accountability at GMS.

Criteria of Evaluation of Board of Directors' Performance

The assessment of Board of Directors' performances shall be based on general indicators, namely:

1. The implementation of good leadership, team work, communication and competence.
2. The implementation of Good Corporate Governance in all business activities of Bank.

3. Terlaksananya pencapaian Rencana Bisnis Bank (RBB).
4. Terlaksananya pengawasan atas tindak lanjut dari Direksi berdasarkan audit, rekomendasi Satuan Kerja Audit Internal Bank, auditor eksternal atau pengawasan Otoritas Jasa Keuangan.

Pihak yang Melakukan Assessment

Penilaian kinerja Direksi dilaksanakan oleh Dewan Komisaris dan Direktur Utama dapat menilai Direksi lainnya.

Hasil Penilaian Kinerja Direksi

Hasil dari penilaian kinerja Direksi di tahun 2018, menunjukkan bahwa kinerja masing-masing anggota Direksi dalam menjalankan tugas dan tanggungjawabnya sudah berjalan dengan baik.

PENILAIAN KINERJA PENERAPAN GCG (SELF ASSESSMENT) DIREKSI SESUAI KETENTUAN OJK

Pelaksanaan *self assessment* Direksi berdasarkan Peraturan Otoritas Jasa Keuangan tentang Penerapan Tata Kelola bagi Bank Umum. Berdasarkan peraturan tersebut, Bank wajib melaksanakan *self assessment* implementasi GCG dengan salah satu faktor penilaian adalah pelaksanaan tugas dan tanggung jawab Direksi.

Prosedur Pelaksanaan Penilaian Kinerja Direksi

Pelaksanaan *assessment* kinerja Direksi termasuk di dalam pelaksanaan *self assessment* GCG Bank yang dilakukan secara berkala setiap semester.

Kriteria Penilaian

Kriteria *Self Assessment* Direksi terkait pelaksanaan GCG dibagi menjadi 3 (tiga) kelompok yaitu *Governance Structure*, *Governance Process* dan *Governance Outcome*. *Governance structure* terdiri dari 16 indikator, *Governance Process* terdiri dari 14 indikator sedangkan *Governance Outcome* terdiri dari 10 indikator.

Pihak yang Melakukan Penilaian

Pelaksanaan *self assessment* terkait Dewan Komisaris dikoordinir oleh Divisi Compliance, KYC/*Integrated and System Procedure* dan dilaporkan kepada Dewan Komisaris melalui Komite Nominasi dan Remunerasi.

Hasil Penilaian Kinerja Direksi

Adapun hasil penilaian *self assessment* pelaksanaan *Good Corporate Governance* tahun 2018 Bank Victoria, untuk aspek Pelaksanaan Tugas dan Tanggung Jawab Direksi mendapat nilai komposit 2 atau **BAIK**.

PENILAIAN KINERJA KOMITE DI BAWAH DIREKSI DAN DASAR PENILAIANNYA

Dalam melaksanakan tugas kepengurusannya, Direksi juga dibantu oleh Komite di bawah Direksi atau disebut juga Komite Eksekutif sebanyak 11 Komite, yaitu:

3. The achievement of Bank Business Plan (*RBB*).
4. The implementation of supervision by the Board of Directors on the follow up, based on audit, recommendations from the Bank's Internal Audit Work Unit, external auditors or the supervision of Financial Services Authority.

Parties Conducting Assessment

The Board of Commissioners carries out performance evaluation of the Board of Directors and the President Director can assess other Directors.

Assessment Result of Board of Directors' Performances

The results of the Board of Directors' performance assessment in 2018 showed that the each member of the Board of Directors has adequately carried out their duties and responsibilities.

ASSESSMENT ON THE GCG IMPLEMENTATION (SELF ASSESSMENT) BY THE BOARD OF DIRECTORS PURSUANT OF OJK REGULATION

The implementation of self-assessment of the Board of Directors is in accordance with Financial Services Authority Regulation on The Implementation of Corporate Governance for Commercial Banks. Under such regulation, the Bank is required to conduct self-assessment ON the implementation of GCG where one of assessment factors is the implementation of Board of Directors' duties and responsibilities.

Procedures For The Implementation of Performance Assessment of The Board of Directors

The Board of Directors performance assessment is included in the implementation of Bank's GCG self-assessment, which is conducted regularly every semester.

Criteria of Assessment

The Board of Directors Self-Assessment Criteria related to the implementation of GCG is divided into 3 (three) categories, namely *Governance Structure*, *Governance Process* and *Governance Outcome*. *Governance structure* consists of 16 indicators; *Governance Process* consists of 14 indicators while the *Governance Outcome* consists of 10 indicators.

Parties Conducting Assessment

The implementation of self-assessment related to the Board of Commissioners is coordinated by the Compliance Division, KYC/*Integrated and System Procedure* and reported to the Board of Commissioners through the Nomination and Remuneration Committee.

Assessment Result Of Board Of Directors' Performance

As for the results of self-assessment for Good Corporate Governance implementation for Bank Victoria in 2018 in regards Board of Commissioners' Tasks and Responsibilities aspect, the Company has received a composite score of 2 or VERY GOOD.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER BOARD OF DIRECTORS AND THE BASIS OF ITS ASSESSMENT

In implementing its management duties, the Board of Directors is also assisted by Committees under its supervision, which consists of 11 Executive Committees, namely:

1. Komite Manajemen Risiko Terintegrasi.
2. Komite Manajemen Risiko
3. Komite Kebijakan Perkreditan.
4. Komite Kredit.
5. *Assets and Liabilities Committee* (ALCO).
6. Komite Teknologi Informasi.
7. Komite Produk.
8. Komite Personalia.
9. Komite Pengadaan.
10. Komite Pemantauan dan Pelaksanaan GCG.
11. Komite Investasi.

Komite Manajemen Risiko Terintegrasi bertanggung jawab kepada Direksi untuk memastikan pelaksanaan proses dan sistem manajemen risiko dapat berjalan secara efektif. Selama tahun 2018, Komite Manajemen Risiko terintegrasi telah melaksanakan tugasnya dengan baik.

Komite Manajemen Risiko membantu Direksi dalam pengambilan keputusan dan pengevaluasian pelaksanaan, penyusunan strategi dan pedoman penerapan manajemen risiko, penetapan hal-hal yang terkait dengan keputusan bisnis, serta penyempurnaan pelaksanaan manajemen risiko berdasarkan hasil evaluasi pelaksanaan proses dan sistem manajemen risiko yang efektif. Selama tahun 2018, Komite Manajemen Risiko telah melaksanakan tugasnya dengan baik.

Komite Kebijakan Perkreditan membantu Direksi dalam merumuskan kebijakan, mengawasi pelaksanaan kebijakan, memantau perkembangan dan kondisi portofolio perkreditan, serta memberikan saran-saran langkah perbaikan. Komite Kebijakan Perkreditan telah melaksanakan tugasnya dengan baik.

Komite Kredit bertugas untuk memutuskan jumlah *credit exposure* Bank dalam bentuk aktiva produktif sesuai dengan jumlah atau limit tertentu yang telah ditetapkan. Selama tahun 2018, Komite Kredit telah melaksanakan 42 kali rapat dan telah melaksanakan tugasnya dengan baik.

Assets and Liabilities Committee (ALCO) merupakan Komite yang berfungsi sebagai wadah bagi *Assets and Liabilities Management* (ALMA) dalam memproses perencanaan dan pengendalian sumber penggunaan dana perbankan yang terkoordinasi, yang dijalankan secara konsekuen dengan prinsip kehati-hatian dan dengan memperhatikan perkembangan faktor-faktor yang mempengaruhi operasi perbankan, baik itu berasal dari luar ataupun struktural yang berasal dari dalam. Selama tahun 2018, ALCO telah melaksanakan rapat sebanyak 12 kali dan telah melaksanakan tugasnya dengan baik.

Komite Teknologi Informasi merupakan Komite yang berfungsi untuk membantu Direksi dalam menganalisa dan/atau mengevaluasi pelaksanaan pengelolaan di bidang teknologi informasi. Selama tahun 2018, Komite Teknologi Informasi telah melaksanakan rapat sebanyak 4 (empat) kali dan telah melaksanakan tugasnya dengan baik.

Komite Produk merupakan komite yang membantu Direksi dalam memberikan arahan kebijakan yang berkaitan dengan pengelolaan produk *liabilities* dan *wealth management* yang akan dan/atau telah diterbitkan agar produk tersebut mampu bersaing dengan bank lain dan menghasilkan keuntungan bagi Bank. Selama tahun 2018, Komite Produk telah melaksanakan rapat sebanyak 1 (satu) kali dan telah melaksanakan tugasnya dengan baik.

1. Integrated Risk Management Committee.
2. Risk Management Committee
3. Credit Policy Committee.
4. Credit Committee.
5. Assets and Liabilities Committee (ALCO).
6. Information Technology Committee.
7. Product Committee.
8. Human Resources Committee.
9. Procurement Committee.
10. GCG Monitoring and Implementation Committee.
11. Investment Committee.

Integrated Risk Management Committee is responsible to the Board of Directors to ensure the implementation of risk management process and system can run effectively. During 2018 Integrated Risk Management Committee has performed its duties properly.

Risk Management Committee assists the Board of Directors in making decisions and evaluating the implementation, formulating strategies and guidelines for risk management implementation, determining the matters related to business decisions, and improving risk management implementation based on the evaluation results of the implementation of an effective risk management process and system. During 2018, the Risk Management Committee has performed its duties properly.

Credit Policy Committee assists the Board of Directors in formulating policies, overseeing the implementation of policies, monitoring the development and conditions of credit portfolios, and providing suggestions for improvement. The Credit Policy Committee has performed its duties properly.

The Credit Committee's task is to decide the Bank's credit exposure in the form of productive assets in accordance with specified amounts or limits. During 2018, the Credit Committee held 42 meetings and has performed its duties properly.

Assets and Liabilities Committee (ALCO) is a Committee that serves as a forum for Assets and Liabilities Management (ALMA) in the process of planning and controlling the coordinated banking funds utilization sources, which implemented consequently with the prudential principle and by considering the development of any factor that may affect banking operations, whether it comes external parties or internal structure. During 2018, ALCO held 12 meetings and has performed its duties well.

Information Technology Committee is a committee that serves to assist the Board of Directors in analyzing and/or evaluating the implementation of management in information technology sector. During 2018, the Information Technology Committee held 4 (four) meetings and has performed its duties properly.

Product Committee is a committee that assists the Board of Directors in providing direction on policy relating to management of liabilities product and wealth management that will be and/or have been launched so that the product is able to compete with other banks and generate profits for the Bank. During 2018, the Product Committee held 1 (one) meeting and has performed its duties properly.

Komite Personalia bertugas untuk membantu Direksi dalam merumuskan kebijakan, mengawasi pelaksanaan kebijakan, memantau perkembangan dan kondisi ketenagakerjaan, serta memberikan saran langkah perbaikan yang sesuai dengan peraturan ketenagakerjaan di perbankan dan Undang-Undang Ketenagakerjaan yang berlaku di Indonesia. Selama tahun 2018, Komite Personalia telah melaksanakan rapat sebanyak 12 kali dan telah melaksanakan tugasnya dengan baik.

Komite Pengadaan merupakan Komite yang membantu Direksi dalam memberikan masukan untuk hal-hal yang penting dan relevan dalam perumusan Kebijakan Pengadaan Barang dan Jasa, serta memberikan persetujuan untuk setiap pengadaan barang dan jasa. Selama tahun 2018, Komite Pengadaan telah melaksanakan rapat sebanyak 8 (delapan) kali dan telah melaksanakan tugasnya dengan baik.

Komite Pemantauan dan Pelaksanaan GCG merupakan komite yang membantu Direksi dalam memberikan arahan kebijakan yang berkaitan dengan pelaksanaan GCG di Bank. Selama tahun 2018, Komite Pemantauan dan Pelaksanaan GCG telah melaksanakan rapat sebanyak 8 (delapan) kali dan telah melaksanakan tugasnya dengan baik.

Komite Investasi merupakan komite yang membantu Direksi dalam memberikan arahan kebijakan yang berkaitan dengan investasi. Selama tahun 2018, Komite Investasi telah melaksanakan rapat sebanyak 2 (dua) kali dan telah melaksanakan tugasnya dengan baik.

Selama tahun 2018, Direksi menilai bahwa komite-komite di bawah Direksi telah menjalankan tugas dan tanggungjawabnya dengan baik.

MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DIREKSI

Ketentuan terkait pengunduran diri dan pemberhentian Direksi Bank Victoria telah diatur dalam BOD *Charter*. Berdasarkan pedoman Direksi tersebut, seorang anggota Direksi berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Bank paling lambat 30 hari sebelum tanggal pengunduran dirinya. Anggota Direksi yang mengundurkan diri tersebut tetap dapat dimintakan pertanggungjawabannya sejak pengangkatan yang bersangkutan sampai dengan tanggal pengunduran dirinya tersebut dalam RUPS yang akan dilaksanakan berikutnya.

Sedangkan, jabatan anggota Direksi akan berakhir dengan sendirinya, jika anggota Direksi tersebut:

1. Meninggal dunia;
2. Dinyatakan pailit atau ditaruh di bawah pengampuan berdasarkan suatu putusan pengadilan;
3. Tidak lagi memenuhi persyaratan perundang-undangan yang berlaku, dengan memperhatikan peraturan di bidang pasar modal; atau
4. Berdasarkan keputusan RUPS.

Human Resources Committee is responsible to assist the Board of Directors in formulating policies, overseeing policy implementation, monitoring employment progress and conditions, and providing suggestions for improvement in accordance with labor regulations in applicable banking and labor laws in Indonesia. During 2018, the Human Resources Committee held 12 meetings and has performed its duties properly.

Procurement Committee is a Committee that serves to assist the Board of Directors with providing advice on important, relevant matter in formulating policy of Goods and Service Procurement, as well as giving approval on each goods and service procurement. During 2018, the Procurement Committee held 8 (eight) meetings and has performed its duties properly.

GCG Monitoring and Implementation Committee is a Committee that assists the Board of Directors in providing direction on policy relating to the Bank's GCG implementation. During 2018, the GCG Monitoring and Implementation Committee held 8 (eight) meetings and has performed its duties properly.

Investment Committee is a Committee that assists the Board of Directors in providing direction on investment-related policy. During 2018, the Investment Committee held 2 (two) meetings and has performed its duties properly.

During 2018, the Board of Directors considered that Committees under the Board of Directors had carried out their duties and responsibilities properly.

MECHANISM OF RESIGNATION AND DISMISSAL OF BOARD OF DIRECTORS

The regulation related to the resignation and dismissal of Bank Victoria's Board of Directors is governed in the BOD's Charter. Based on the guideline for Board of Directors, a member of Board of Directors has the right to resign from its position by giving notice in writing regarding his/her intention to the Bank no later than 30 prior to the date of resignation. The accountability of the resigned member of the Board of Directors, from the date of the appointment up to the date of the resignation, can still be requested at the next GMS.

Meanwhile, the position of a member of the Board of Directors will end automatically, if the member of the Board of Directors is:

1. Passed away;
2. Declared bankrupt or placed under custody based on court decision;
3. No longer meet the requirements of the applicable laws and regulations, by taking into consideration regulations in capital market sector; or
4. Based on GMS Resolution.

ORGAN DAN KOMITE DI BAWAH DEWAN KOMISARIS

Dalam memenuhi pelaksanaan tugas dan tanggung jawabnya, Dewan Komisaris membentuk organ pendukung yang disesuaikan dengan tingkat kebutuhan Dewan Komisaris dan kompleksitas usaha Bank. Organ pendukung Dewan Komisaris tersebut terdiri dari Sekretaris Dewan Komisaris dan Komite Penunjang, yaitu Komite Pemantau Risiko, Komite Nominasi dan Remunerasi, Komite Audit, serta Komite Tata Kelola Terintegrasi. Uraian terkait organ pendukung Dewan Komisaris tersebut dijelaskan sebagai berikut:

SEKRETARIS DEWAN KOMISARIS

Sebagai salah satu organ pendukung, Sekretaris Dewan Komisaris memiliki peranan penting dalam membantu pelaksanaan tugas Dewan Komisaris. Sekretaris Dewan Komisaris berperan dalam menjalin komunikasi internal dan eksternal serta koordinasi dengan Sekretaris Perusahaan terkait kesekretariatan antara Dewan Komisaris dengan manajemen Bank Victoria. Pelaksanaan peran Sekretaris Dewan Komisaris tersebut dipertanggungjawabkan langsung kepada Dewan Komisaris.

TUGAS DAN TANGGUNG JAWAB SEKRETARIS DEWAN KOMISARIS

Tugas dan tanggung jawab yang dimiliki oleh Sekretaris Dewan Komisaris, yaitu:

1. Membantu Dewan Komisaris dalam menjaga agar pelaksanaan BOC *Charter*, secara teknis, dapat dilakukan dengan tertib;
2. Mengatur terselenggaranya rapat Dewan Komisaris;
3. Menyiapkan risalah rapat untuk disahkan dalam rapat berikutnya;
4. Menyiapkan laporan tentang pelaksanaan keputusan rapat guna dikaji dalam rapat berikutnya; dan
5. Menjaga kerahasiaan seluruh dokumen yang menurut sifatnya harus dirahasiakan.

PROFIL SEKRETARIS DEWAN KOMISARIS

Pada tahun 2018, Sekretaris Dewan Komisaris Bank Victoria dijabat oleh Arum Laras Nurani berdasarkan Surat Keputusan Direksi No. 01/SKDIR/ 12/12 tanggal 3 Desember 2012 tentang Pengangkatan Karyawan Tetap Arum Laras Nurani sebagai Sekretaris Kantor Pusat. Profil Sekretaris Dewan Komisaris diuraikan sebagai berikut:

Arum Laras Nurani Sekretaris Dewan Komisaris

Warga Negara Indonesia, lahir di Bandung pada tahun 1988, dan saat ini berusia 30 tahun. Berdomisili di Jakarta, Indonesia. Memperoleh gelar Sarjana Ilmu Komunikasi dengan predikat *Cumlaude* dari Universitas Islam Bandung pada tahun 2010. Menjabat sebagai Sekretaris Dewan Komisaris sejak tanggal 3 Desember 2012.

ORGANS AND COMMITTEES UNDER THE BOARD OF COMMISSIONERS

In meeting the implementation of its duties and responsibilities, the Board of Commissioners established supporting organs that are adjusted to the level of the need of the Board of Commissioners and the complexity of the Bank business. The supporting organs of the Board of Commissioners consist of Secretary of the Board of Commissioners and Supporting Committees, i.e. Risk Monitoring Committee, Nomination and Remuneration Committee, Audit Committee, and Integrated Governance Committee. Description related to the supporting organs is as follows:

SECRETARY OF THE BOARD OF COMMISSIONERS

As one of the supporting organs, the Secretary of the Board of Commissioners has an important role in giving assistance for the duty implementation of the Board of Commissioners. The Secretary of the Board of Commissioners plays a role in establishing internal and external communication and coordination with the Corporate Secretary related to the secretariat between the Board of Commissioners and the management of Bank Victoria. The implementation of the role of the Board of Commissioners' Secretary is directly accountable to the Board of Commissioners.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS' SECRETARY

The duties and responsibilities of the Board of Commissioners' Secretary are:

1. Assisting the Board of Commissioners in maintaining the implementation of BOC's *Charter*, technically, done in orderly manner;
2. Arrange the Board of Commissioners' meetings;
3. Prepare minutes of meeting to be ratified at the next meeting;
4. Prepare reports on the implementation of the meeting decisions to be reviewed at the next meeting; and
5. Maintain confidentiality of all documents which due to its nature must be kept confidential.

PROFILE OF THE BOARD OF COMMISSIONERS' SECRETARY

In 2018, Secretary of the Board of Commissioners of Bank Victoria was held by Arum Laras Nurani pursuant to the Decision Letter of the Board of Directors No. 01/SKDIR/ 12/12 dated 3 December 2012 concerning the Appointment of Permanent Employee Arum Laras Nurani as the Head Office Secretary. The profile of the Secretary of the Board of Commissioners is described as follows:

Arum Laras Nurani Secretary of the Board of Commissioners

Indonesian citizen, born in Bandung in 1988, currently is 30 years old, and domiciled in Jakarta, Indonesia. Earned her Bachelor in Communication Science with *Cumlaude* predicate from Universitas Islam Bandung in 2010. Has served as Secretary to the Board of Commissioners since 3 December 2012.

PENGEMBANGAN KOMPETENSI SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris telah mengikuti program pengembangan kompetensi melalui berbagai jenis pelatihan yang disesuaikan dengan kebutuhan dan ditujukan untuk meningkatkan kapabilitas dan kompetensinya.

PELAKSANAAN TUGAS SEKRETARIS DEWAN KOMISARIS

Selama tahun 2018, Sekretaris Dewan Komisaris telah melaksanakan tugas sebagai berikut.

1. Mengikuti dan menginformasikan kepada Dewan Komisaris terkait perkembangan pasar modal, khususnya peraturan-peraturan yang berlaku di bidang pasar modal;
2. Mengorganisasikan dokumen-dokumen Dewan Komisaris dan Komite-Komite Dewan Komisaris, termasuk risalah rapat, keputusan Dewan Komisaris, dan Laporan Pelaksanaan Tugas; serta
3. Mengkomunikasikan pelaksanaan rapat internal Dewan Komisaris, rapat Dewan Komisaris dengan Direksi, serta rapat Komite-Komite Dewan Komisaris.

KOMITE AUDIT

Komite Audit merupakan organ pendukung Dewan Komisaris yang berkerja secara kolektif untuk membantu Dewan Komisaris dalam melakukan telaah dan klarifikasi atas informasi keuangan, seleksi, penunjukkan dan pengawasan pekerjaan auditor independen, evaluasi efektivitas pelaksanaan fungsi internal audit, pengendalian intern, kepatuhan terhadap perundang-undangan, dan manajemen risiko Bank. 'Komite Audit Dibentuk Berdasarkan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Tata Kelola Bagi Bank Umum, Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola Bagi Bank Umum, dan Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

DASAR PEMBENTUKAN KOMITE AUDIT

Komite Audit Bank dibentuk oleh Dewan Komisaris dan telah melaksanakan tugas sesuai dengan peraturan, yaitu sebagai berikut:

1. Surat Edaran Otoritas Jasa Keuangan No. 36/SEOJK.03/2017 tanggal 11 Juli 2017 tentang Tata Cara Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan.
2. Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola bagi Bank Umum.
3. Peraturan Otoritas Jasa Keuangan No. 13/POJK.03/2016 tanggal 7 Desember 2016 tentang Penerapan Tata Kelola bagi Bank Umum.
4. Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Penerapan Tata Kelola bagi Bank Umum.
5. Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

COMPETENCE DEVELOPMENT OF THE SECRETARY OF THE BOARD OF COMMISSIONERS

The Secretary of the Board of Commissioners may participate in the competence development programs through numerous training tailored to the needs and intended to improve the capabilities and competence.

IMPLEMENTATION OF DUTIES OF THE BOARD OF COMMISSIONERS SECRETARY

Throughout 2018, the Secretary of the Board of Commissioners performed the following duties.

1. To follow and inform the Board of Commissioners matters related to capital market development, in particular the applicable legislations in capital market sector;
2. To organize the documents of the Board of Commissioners and Committees of the Board of Commissioners, including minutes of meetings, decree of the Board of Commissioners, and Report of Duties Implementation; and
3. To communicate the implementation of internal meetings of the Board of Commissioners, Board of Commissioners' meetings with Directors, and meetings of Committees of the Board of Commissioners.

AUDIT COMMITTEE

Audit Committee is a supporting organ of the Board of Commissioners working collectively to assist the Board of Commissioners in conducting review and clarification on financial information, selection, appointment and supervision of the work of independent auditors, evaluation on the effectiveness of the implementation of the functions of internal audit, internal control, compliance with laws and regulations, and risk management of the Bank. The Audit Committee, pursuant to the Financial Services Authority Regulation No. 55/POJK.03/2016 dated 7 December 2016 concerning Governance for Commercial Banks, Circular of Financial Services Authority No. 13/SEOJK.03/2017 dated 17 March 2017 concerning Implementation of Governance for Commercial Banks, and Financial Services Authority Regulation No. 55/POJK.04/2015 concerning Establishment and Guideline for Work Implementation of Audit Committee.

BASIS FOR ESTABLISHMENT OF AUDIT COMMITTEE

The Bank's Audit Committee has been established by the Board of Commissioners and has implemented its duties in accordance with the regulations, i.e. as follows:

1. Circular of Financial Services Authority No. 36/SEOJK.03/2017 dated 11 July 2017 concerning Procedures for Using Services of Public Accountants and Public Accountant Firms in the Activities of Financial Services.
2. Circular of Financial Services Authority No. 13/SEOJK.03/2017 dated 17 March 2017 concerning Implementation of Governance for Commercial Banks.
3. Regulation of Financial Services Authority No. 13/POJK.03/2016 dated 7 December 2016 concerning Implementation of Governance for Commercial Banks.
4. Regulation of Financial Services Authority No. 55/POJK.03/2016 dated 7 December 2016 concerning Implementation of Governance for Commercial Banks.
5. Regulation of Financial Services Authority No. 55/POJK.04/2015 dated 23 December 2015 concerning Establishment and Guideline for Work Implementation of Audit Committee.

- Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.

TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Tanggung jawab Komite Audit yaitu memberikan pendapat kepada Dewan Komisaris terkait laporan-laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris, mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris, dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris, yang meliputi:

- Penelaahan dan klarifikasi atas informasi keuangan;
- Seleksi, penunjukan dan pengawasan pekerjaan auditor independen;
- Evaluasi efektivitas pelaksanaan pekerjaan auditor independen;
- Evaluasi efektivitas pelaksanaan fungsi *internal audit*;
- Efektivitas pengendalian internal;
- Kepatuhan terhadap peraturan perundang-undangan;
- Manajemen risiko;
- Pelaksanaan tugas khusus; dan
- Melakukan *self assessment* pelaksanaan tugas komite audit.

PIAGAM KOMITE AUDIT

Dalam menjalankan perannya, Komite Audit berpedoman pada Piagam dan Pedoman Kerja Komite Audit yang disusun sesuai peraturan dan perundang-undangan yang berlaku, serta telah dimutakhirkan melalui Keputusan Dewan Komisaris No. 004/SK-KOM/09/18 tanggal 21 September 2018 tentang Piagam dan Pedoman Kerja Komite Audit PT Bank Victoria International Tbk.

Piagam Komite Audit tersebut memuat uraian tentang:

- Pendahuluan;
- Maksud dan Tujuan;
- Landasan Peraturan dan Perundang-undangan;
- Dasar Istilah;
- Tujuan Pembentukan Komite Audit;
- Komposisi, Struktur dan Masa Tugas;
- Tugas dan Tanggung Jawab Komite Audit;
- Sekretariat Komite Audit;
- Mekanisme Kerja;
- Kewenangan Komite Audit;
- Evaluasi Kinerja Komite Audit;
- Kode Etik Komite Audit; dan
- Kaji Ulang dan Persetujuan.

Uraian lebih jelas mengenai isi Piagam *Audit Committee* Bank Victoria dapat dilihat pada situs *web* Bank bagian Tata Kelola (<http://www.victoriabank.co.id/pdf/004SKKOM0918.pdf>).

HAK DAN WEWENANG KOMITE AUDIT

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Audit memiliki hak akses yang tidak terbatas kepada Manajemen, Pejabat Eksekutif, seluruh karyawan dan catatan Bank, termasuk laporan hasil audit internal maupun eksternal, laporan hasil *rating* internal maupun eksternal, laporan konsultan ahli, dan lain sebagainya sepanjang bertujuan untuk kepentingan pembahasan yang terkait.

- Regulation of Financial Services Authority No. 33/POJK.04/2014 dated 8 December 2014 concerning Board of Directors and Board of Commissioners of Stock Issuers or Public Companies.

DUTIES AND RESPONSIBILITIES OF AUDIT COMMITTEE

The responsibilities of the Audit Committee are to provide opinions to the Board of Commissioners related to the reports or matters submitted by the Board of Directors to the Board of Commissioners, identify matters that need the attention of the Board of Commissioners, and carry out other duties related to the duties of the Board of Commissioners, consisting of:

- Review and clarification of financial information;
- Selection, appointment and supervision of independent auditors' work;
- Evaluation on the effectiveness of the work implementation of independent auditors;
- Evaluation on the effectiveness of the implementation of internal audit function;
- Effectiveness of internal control;
- Compliance with laws and regulations;
- Risk Management;
- Implementation of special duties; and
- Perform self assessment on the duty implementation of the audit committee.

CHARTER OF AUDIT COMMITTEE

In carrying out its role, the Audit Committee shall refer to the Charter and Work Guideline for Audit Committee prepared in accordance with the applicable laws and regulations, and has been updated through the Decision of the Board of Commissioners No. 004/SK-KOM/09/18 dated 21 September 2018 concerning Charter and Work Guideline for the Audit Committee of PT Bank Victoria International Tbk.

The Audit Committee's Charter contained description on:

- Introduction;
- Purpose and Objective;
- Basis of Laws and Regulations;
- Basic Terms;
- Objective of the Establishment of Audit Committee;
- Composition, Structure and Tenure;
- Duties and Responsibilities of Audit Committee;
- Secretariat of Audit Committee;
- Work Mechanism;
- Audit Committee Authorities;
- Evaluation of Audit Committee Performance;
- Code of Ethics of Audit Committee; and
- Review and Approval.

Clearer description of the contents of Audit Committee's Charter of Bank Victoria can be seen in the website of Bank on Governance section (<http://www.victoriabank.co.id/pdf/004SKKOM0918.pdf>).

RIGHTS AND AUTHORITIES OF AUDIT COMMITTEE

In implementing its duties and responsibilities, the Audit Committee has unlimited right of access to the Management, Executive Officers, all employees and the Bank records, including reports of internal and external audit results, reports of internal and external rating result, expert consultant reports, and other reports provided it is intended for the purpose of related discussions.

Sedangkan, wewenang Komite Audit adalah:

1. Mereview atas perencanaan dan pelaksanaan audit serta memantau tindak lanjut hasil audit dalam rangka menilai kecukupan pengendalian internal, termasuk kecukupan proses laporan keuangan Bank;
2. Menerima laporan hasil pemeriksaan yang telah dilakukan oleh *SKAI/Integrated and Anti Fraud Division* pada setiap kegiatan operasional dan fungsional Bank;
3. Memantau dan menganalisis pelaksanaan tugas *SKAI/Integrated and Anti Fraud Division* dengan meminta kertas kerja, serta memberikan saran dan perbaikan proses audit yang dilakukan;
4. Melakukan penelitian atas syarat dan keabsahan kantor akuntan publik, sebelum merekomendasikan kepada Dewan Komisaris dan ditunjuk menjadi auditor eksternal Bank;
5. Meminta kertas kerja auditor eksternal untuk memastikan bahwa pemeriksaan telah dilakukan sesuai dengan prinsip pemeriksaan yang berlaku;
6. Meminta dokumen yang membuktikan bahwa tindak lanjut hasil audit telah dilaksanakan dengan baik dan benar, serta tepat waktu;
7. Membuat rekomendasi kepada Dewan Komisaris mengenai tindakan yang diperlukan atas kajian yang dilakukan; dan
8. Meminta pendapat dari ahli eksternal guna mendapatkan saran independen untuk kepentingan Bank, dengan syarat anggota harus memohon ijin pada Ketua terlebih dahulu dan/atau jika Komite Audit memutuskan perlunya bantuan ahli eksternal.

MASA TUGAS KOMITE AUDIT

Masa tugas anggota Dewan Komisaris yang merangkap sebagai anggota Komite Audit, sama dengan masa kerja penunjukannya sebagai anggota Dewan Komisaris yang ditentukan oleh RUPS. Masa tugas Komite Audit yang bukan merupakan anggota Dewan Komisaris tidak lebih lama dari masa jabatan Dewan Komisaris dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikan.

STRUKTUR, KEANGGOTAAN DAN KEAHLIAN KOMITE AUDIT

Berdasarkan Piagam dan Pedoman Kerja *Audit Committee*, keanggotaan Komite Audit sekurang-kurangnya terdiri dari 3 (tiga) orang dengan ketentuan:

1. Seorang Komisaris Independen yang menjabat sebagai Ketua Komite Audit;
2. Seorang dari pihak independen yang memiliki keahlian di bidang keuangan atau akuntansi;
3. Seorang dari pihak independen yang memiliki keahlian di bidang hukum atau perbankan.

Selain itu, semua anggota Komite Audit wajib memiliki integritas, akhlak, dan moral yang baik, serta harus memiliki pemahaman yang relevan dan signifikan dengan bisnis Bank. Anggota Komite Audit diangkat atau diberhentikan melalui Surat Keputusan Direksi berdasarkan hasil rapat Dewan Komisaris dan setelah mendapat rekomendasi dari Komite Nominasi dan Remunerasi.

Meanwhile, the authorities of the Audit Committee are:

1. To review the planning and implementation of audits and monitoring the follow up of the audit results to assess the adequacy of internal control, including the adequacy of the Bank Financial Statements processes;
2. To receive reports of the audit results conducted by *SKAI/Integrated and Anti-Fraud Division* at each operational and functional activity of the Bank;
3. To monitor and analyze the duty implementation of *SKAI/Integrated and Anti-Fraud Division* by requesting the work paper, and provide suggestions and improvement of the audit process carried out;
4. Conduct study on the terms and validity of the public accountant firms, prior recommending the KAP to the Board of Commissioners and appointing them to be the external auditors of the Bank;
5. Request the work paper of the external auditors to ensure that the audits have been done in accordance with the applicable audit principles;
6. Request documents for proving that the follow up of the audit result has been done well and correctly, as well as timely;
7. Make recommendations to the Board of Commissioners regarding the required actions on the study conducted; and
8. Request opinions from the external experts to acquire independent suggestions for the interest of the Bank, with the condition that the member must first ask permission from the chairman and/or of the Audit Committee decided the need for the assistance of external expert.

AUDIT COMMITTEE'S OFFICE TERM

Board of Commissioners' member who concurrently serves as an Audit Committee has the same office term since their appointment as a member of the Board of Commissioners determined by the GMS. The Audit Committee member's office term who does not hold concurrent position will not be longer than the Board of Commissioners' office term without disregarding the Board of Commissioners' right to perform dismissal.

STRUCTURE, MEMBERSHIP, AND EXPERTISE OF THE AUDIT COMMITTEE

Based on the Work Charter and Guideline for the Audit Committee, the membership of the Audit Committee consists of at least 3 (three) people with the following condition:

1. An Independent Commissioner who serves as Chairman of the Audit Committee;
2. A person from an independent party who has expertise in finance or accounting;
3. A person from an independent party who has expertise in law or banking.

In addition, all members of the Audit Committee must have good integrity, character and morals, and must have relevant and significant understanding of the Bank's business. Audit Committee members are appointed or dismissed through the Decree the Board of Directors based on results of the Board of Commissioners' meeting and after obtaining a recommendation from the Nomination and Remuneration Committee.

Periode 1 Januari 2018 – 9 Maret 2018

Struktur dan keanggotaan Komite Audit periode 1 Januari – 9 Maret 2018 yang diangkat berdasarkan Surat Keputusan Direksi No. 022/SK-DIR/10/17 tanggal 31 Oktober 2017 adalah sebagai berikut.

1 January – 9 March 2018

The structure and membership of the Audit Committee for the period of January 1 - March 9, 2018 that appointed based on the Board of Directors Decree No. 022/SK-DIR/10/17 October 31, 2017 are as follows.

Tabel Struktur, Keanggotaan dan Keahlian Komite Audit**Table of Structure, Membership, and Expertise of the Audit Committee**

Nama Name	Jabatan Position	Keterangan Description	Keahlian Expertise
Gunawan Tenggarahardja	Ketua Chairman	Komisaris Independen Independent Commissioner	Perbankan Banking
Retno Dwijanti Widaningsih	Anggota Member	Pihak Independen Independent Party	Perbankan dan Audit Banking and Audit
Tonny Setiadi	Anggota Member	Pihak Independen Independent Party	Manajemen Risiko dan Perbankan Risk Management and Banking

Periode 9 Maret 2018 - Sekarang

Struktur dan keanggotaan Komite Audit periode 9 Maret 2018 – sekarang yang diangkat berdasarkan Surat Keputusan Direksi No. 003/SK-DIR/03/18 tanggal 9 Maret 2018 adalah sebagai berikut.

9 March 2018 - Present

The structure and membership of the Audit Committee for March 9, 2018 - present that appointed based on the Board of Directors Decree No. 003/SK-DIR/03/18 dated March 9, 2018 are as follows.

Tabel Struktur, Keanggotaan dan Keahlian Komite Audit**Table of Structure, Membership, and Expertise of the Audit Committee**

Nama Name	Jabatan Position	Keterangan Description	Keahlian Expertise
Gunawan Tenggarahardja	Ketua Chairman	Komisaris Independen Independent Commissioner	Perbankan Banking
Retno Dwijanti Widaningsih	Anggota Member	Pihak Independen Independent Party	Perbankan dan Audit Banking and Audit
Teguh Sukaryanto	Anggota Member	Pihak Independen Independent Party	Manajemen Risiko dan Perbankan Risk Management and Banking

PROFIL KOMITE AUDIT

Profil Komite Audit per 31 Desember 2018 adalah sebagai berikut:

The profile of the Audit Committee as of December 31, 2018 is as follows:

Gunawan Tenggarahardja Ketua Komite Audit Chairman of Audit Committee	Profil dapat dilihat pada bagian Profil Dewan Komisaris His profile is shown in Board of Commissioners' Profile
Retno Dwijanti Widaningsih Anggota Komite Audit Member of Audit Committee	Warga Negara Indonesia, lahir di Jakarta pada tahun 1959. Saat ini berusia 60 tahun dan berdomisili di Jakarta. Menjabat sebagai anggota Komite Audit sejak tahun 2013 dengan masa jabatan tidak melebihi masa jabatan anggota Dewan Komisaris yang menjabat dalam Komite. Beliau meraih gelar Sarjana Ekonomi jurusan Keuangan dan Perbankan dari Institut Bankir Indonesia tahun 1998. Beliau memiliki pengalaman sebagai <i>Head of Group Audit</i> Deutsche Bank AG, Jakarta tahun 2001 – 2006. Saat ini, beliau juga menjabat sebagai anggota Komite Bank Victoria sejak tahun 2013 dan anggota tetap Komite Tata Kelola Terintegrasi Bank Victoria sejak tahun 2015. Menjabat sebagai Komite Audit Periode pertama sejak tahun 2013-2015, periode kedua sejak 2015-2018, dan periode ketiga sejak 2018-2021. An Indonesian Citizen, born in Jakarta, in 1959. Currently 60 years old and domiciled in Jakarta. Serving as a member of the Risk Monitoring Committee since 2013 with a term of office not exceeding the term of office of the Board of Commissioners serving in the Committee. She earned Bachelor of Economics in Finance and Banking from the Indonesian Banker Institute in 1998. She has experience as Head of Group Audit of Deutsche Bank AG, Jakarta 2001-2006. Currently, she also serves as a member of Bank Victoria Committee since 2013 and is a permanent member of Bank Victoria's Integrated Governance Committee since 2015. Served as the first Period Audit Committee from 2013-2015, the second period from 2015-2018, and the third period from 2018-2021.
Teguh Sukaryanto Anggota Komite Audit Member of Audit Committee	Warga Negara Indonesia, lahir di Tanjungkarang pada tahun 1962. Meraih gelar Sarjana Ekonomi dari Universitas Lampung pada tahun 1987. Mulai berkarir di perbankan pada tahun 1990 sebagai Internal Audit di Bank Duta dan selanjutnya berbagai jabatan pernah dipegang pada Bank Yakin Makmur, Bank Akita dan Bank Barclays Indonesia. Bergabung di Bank Victoria sebagai Kepala Divisi Kepatuhan tahun 2011 – 2012, Kepala Divisi Sistem dan Prosedur tahun 2012 – 2015, sebagai Kepala Divisi Audit Internal/<i>Integrated</i> and Anti <i>Fraud</i> tahun 2015 – 2018 dan menjabat sebagai Komite Audit sejak Maret 2018 sampai Maret 2021. An Indonesian Citizen, born in Tanjungkarang in 1962. Earned his Bachelor of Economics from Universitas Lampung in 1987. He began his career in banking in 1990 as an Internal Audit at Bank Duta and subsequently various positions were held at Bank Yakin Makmur, Bank Akita and Bank Barclays Indonesia. Joined Bank Victoria as Head of the Compliance Division in 2011-2012, Head of the System and Procedure Division in 2012-2015, as Head of Internal/<i>Integrated</i> and Anti-Fraud Audit Division in 2015-2018 and served as Audit Committee from March 2018 to March 2021.

KUALIFIKASI PENDIDIKAN DAN PENGALAMAN KERJA KOMITE AUDIT

Seluruh anggota Komite Audit telah memiliki kualifikasi pendidikan dan pengalaman kerja yang dipersyaratkan. Kualifikasi pendidikan dan pengalaman kerja Ketua dan Anggota Komite Audit adalah sebagai berikut:

EDUCATIONAL QUALIFICATIONS AND WORK EXPERIENCE OF THE AUDIT COMMITTEE

All members of the Audit Committee have the required educational qualifications and work experience. Educational qualifications and work experience of the Chairman and Members of the Audit Committee are as follows:

Tabel Kualifikasi Pendidikan dan Pengalaman Kerja Komite Audit
Table of Education Qualification and Work Experience of Audit Committee

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Gunawan Tenggarahardja	Ketua Chairman	Sarjana Teknik Sipil dari Institut Teknologi Bandung (1981). Bachelor of Civil Engineering from Institut Teknologi Bandung (1981)	- <i>International Field Engineer</i> 1 di Schlumberger OSA (1982-1984). - <i>Assistant Manager</i> di PT Bank Bali (1985-1988). - <i>General Manager</i> di PT Sampoerna Transport Nusantara (1989-1992). - <i>Direktur Eksekutif</i> di PT Duta Pertiwi Tbk (1992-1996). - <i>Direktur</i> di PT Bhuwanatala Indah Permai Tbk (1996-1998). - <i>Komisaris Independen</i> di PT Jakarta Setiabudi International Tbk (2003-sekarang). - <i>Komisaris Utama</i> di PT Sigma Karya Sempurna (Bali Camp) (1998-2004). - <i>Komisaris dan Komisaris Independen</i> di PT Bank Victoria International Tbk. (2003-sekarang). - <i>International Field Engineer</i> 1 at Schlumberger OSA (1982-1984). - <i>Assistant Manager</i> at PT Bank Bali (1985-1988). - <i>General Manager</i> at PT Sampoerna Transport Nusantara (1989-1992). - <i>Executive Director</i> at PT Duta Pertiwi Tbk (1992-1996). - <i>Director</i> at PT Bhuwanatala Indah Permai Tbk (1996-1998). - <i>Independent Commissioner</i> at PT Jakarta Setiabudi International Tbk. - <i>President Commissioner</i> at PT Sigma Karya Sempurna (Bali Camp) (1998-2004). - <i>Commissioner and Independent Commissioner</i> at PT Bank Victoria International Tbk. (2003-present).
Retno Dwijanti Widaningsih	Anggota Member	Sarjana Keuangan dan Perbankan dari Institut Bankir Indonesia (1998). Bachelor of Finance and Banking from Indonesian Banker Institute	- <i>Head of Group Audit</i> di Deutsche Bank Jakarta Branch (1982 - 2006). - <i>Anggota Komite Audit</i> di PT Bank Victoria International Tbk. (2013-sekarang). - <i>Anggota tetap Komite Tata Kelola Terintegrasi</i> PT Bank Victoria International Tbk. (2015-sekarang). - <i>Head of Audit Group</i> at Deutsche Bank Jakarta Branch (1982 - 2006) - <i>Member of Audit Committee</i> at PT Bank Victoria International Tbk. (2013-sekarang). - <i>Permanent Member of Integrated Governance Committee</i> at PT Bank Victoria International Tbk. (2015-present).
Tonny Setiadi*)	Anggota Member	- Sarjana Ekonomi jurusan Keuangan dari STIESIA, Surabaya tahun 1985. - Master Ekonomi jurusan Keuangan dan Perbankan dari STEKPI, Jakarta - Bachelor of Economics in Finance from STIESIA, Surabaya in 1985. - Master of Economics in Finance and Banking from STEKPI, Jakarta	- <i>Penguji Sertifikasi Profesi Perbankan</i> pada LSPP Bidang Manajemen Risiko pada tingkat 4 dan 5 untuk Pejabat Eksekutif, serta pada tingkat 1 dan 2 untuk Komisaris; - <i>Direktur Kepatuhan</i> PT Bank Yudha Bhakti. - <i>Examiner of Banking Professional Certification</i> at LSPP in Risk Management at the level 4 and 5 for Executive Officers, as well as at levels 1 and 2 for Commissioners; - <i>Compliance Director</i> of PT Bank Yudha Bhakti.

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Teguh Sukaryanto**)	Anggota Member	Sarjana Ekonomi dari Universitas Lampung (1987). Bachelor of Economics from Universitas Lampung (1987)	- Kepala Divisi Kepatuhan PT Bank Victoria International Tbk. (2011-2012). - Kepala Divisi Sistem dan Prosedur (2012-2015). - Kepala Divisi Audit Internal/<i>Integrated and Anti Fraud</i> (2015-sekarang). - Internal Audit PT. Bank Duta (1990-1994) - Internal Audit PT. Bank Yama (1995-1996) - Pemimpin Kelompok Pembinaan Cabang PT. Bank Akita (1996-2009) - Portofolio Dept Head – Retail/ Commercial Division PT. Bank Barclays Indonesia (2009-2010) - Kepala Divisi Kepatuhan PT. Bank Victoria International (2011-2012) - Kepala Divisi Sistem dan Prosedur PT. Bank Victoria International Tbk (2012-2015) - Kepala Divisi Audit Internal/<i>Integrated and Anti Fraud</i> PT. Bank Victoria Tbk (2015-2018) - Anggota Komite Audit PT. Bank Victoria International, Tbk (2018 - sekarang) - Anggota Tetap Komite Tata Kelola Terintegrasi PT. Bank Victoria International Tbk (2018 - sekarang) - Head of Compliance Division at PT Bank Victoria International Tbk. (2011-2012) - Head of System and Procedure Division (2012-2015) - Head of Internal Audit/<i>Integrated and Anti-Fraud</i> (2015-present). - Internal Audit at PT. Bank Duta (1990-1994) - Internal Audit at PT. Bank Yama (1995-1996) - Head of Branch Development Group at PT. Akita Bank (1996-2009) - Portfolio Dept. Head - Retail/Commercial Division at PT. Barclays Indonesia Bank (2009-2010) - Head of Compliance Division at PT. Bank Victoria International (2011-2012) - Head of the System and Procedure Division at PT. Bank Victoria International Tbk (2012-2015) - Head of Internal Audit/<i>Integrated and Anti Fraud</i> Division at PT. Bank Victoria Tbk (2015-2018) - Audit Committee Member at PT. Bank Victoria International, Tbk (2018 - now) - Permanent Member of the Integrated Governance Committee at PT. Bank Victoria International Tbk (2018 - now)

*) Berhenti menjabat sejak tanggal 9 Maret 2018. / End of term of office as of March 9, 2018

**) Mulai menjabat sejak tanggal 9 Maret 2018. / Start of effective term of office as of March 9, 2018

Keanggotaan Komite Audit Bank Victoria telah memenuhi Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Tata Kelola Bagi Bank Umum, Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola Bagi Bank Umum, dan Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

INDEPENDENSI KOMITE AUDIT

Komite Audit wajib menjalankan tugas dan tanggung jawabnya secara profesional dan independen, tanpa intervensi dari organ tata kelola Bank lainnya. Pelaksanaan tugas tersebut dilakukan sesuai dengan strategi, target, visi dan misi Bank, serta semata-mata hanya untuk kepentingan Bank. Guna menjamin dipenuhinya hal tersebut, Komite Audit perlu menjaga aspek independensi dimana seluruh anggota Komite Audit tidak terkait dengan Dewan Komisaris, Direksi, serta Pemegang Saham Utama dan Pengendali yang dapat menimbulkan dampak negatif ataupun benturan kepentingan (*conflict of interest*). Aspek independensi Komite Audit dijelaskan sebagai berikut.

Membership of the Audit Committee of Bank Victoria has satisfied the provisions of Financial Services Authority Regulation No. 55/POJK.03/2016 dated 7 December 2016 on Governance for Commercial Bank, Circular of Financial Services Authority No. 13/SEOJK.03/2017 dated 17 March 2017 on Implementation of Governance for Commercial Bank, and Financial Services Authority Regulation No. 55/POJK.04/2015 on Establishment and Guideline for Audit Committee Work Implementation.

INDEPENDENCE OF AUDIT COMMITTEE

The Audit Committee performs its duties and responsibilities professionally and independently, without any intervention from other organs in the Bank's governance. This duty implementation is performed in accordance with the Bank's strategies, targets, vision and mission, and solely for the Bank's interest. In order to ensure compliance, the Audit Committee needs to maintain the independence aspect in which all members of Audit Committee are not related to Boards of Commissioners, Directors, and the Major and Controlling Shareholders in such a way which may result in negative impact or conflict of interest. The independence aspect of the Audit Committee is explained as follows:

Tabel Independensi Komite Audit**Table of Independence of Audit Committee**

Aspek Independensi Independence Aspect	Gunawan Tenggarahardja	Retno Dwijanti Widaningsih	Tonny Setiadi	Teguh Sukaryanto
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Does not have financial relationship with the Board of Commissioners and Board of Directors	√	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi Does not have management relationship with the Board of Commissioners and Board of Directors	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di perusahaan Does not have share ownership relationship in the company	√	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit Does not have family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of Audit Committee	√	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah Does not hold position as administrator of political party, officials and government.	√	√	√	√

RAPAT KOMITE AUDIT

Komite Audit wajib mengadakan rapat sekurang-kurangnya 1 kali dalam 3 (tiga) bulan, yang dipimpin langsung oleh Ketua Komite Audit. Komite Audit juga dapat melaksanakan rapat tambahan atas usulan setiap anggota Komite Audit. Selain anggota Komite Audit, rapat Komite Audit juga dapat mengundang Divisi SKAI/*Integrated and Anti Fraud* dan/atau Direktur yang membawahi Divisi tersebut, serta Pejabat Eksekutif Bank, kantor akuntan publik yang menjadi auditor eksternal Bank, ataupun penasehat ahli, jika diperlukan.

Agenda Rapat Komite Audit

Sepanjang tahun 2018, tanggal pelaksanaan, Agenda rapat dan Peserta rapat Komite Audit, sebagai berikut:

AUDIT COMMITTEE MEETINGS

The Audit Committee must hold meetings at least 1 time in 3 months, which is led directly by the Chairman of the Audit Committee. The Audit Committee also can carry out additional meetings at the suggestion of each member of the Audit Committee. In addition to the Audit Committee members, Audit Committee meeting also can invite the SKAI/*Integrated and Anti Fraud* Division and/or the Director in charge of the Division, as well as Bank Executive Officers, public accountant firm who has been appointed as the Bank's external auditors, or expert advisors, if needed.

Meeting Agenda of Audit Committee

Throughout 2018, meeting date, meeting Agenda and meeting Participants of Audit Committee are as follows:

Tabel Agenda Rapat Komite Audit**Table of Meeting Agenda of Audit Committee**

No.	Tanggal Rapat Date of Meeting	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participant
1	9 Februari 2018 9 February 2018	1. Rencana kerja dan strategi Komite Audit tahun 2018. 2. Hubungan kerja Komite Audit dengan SKAI. 1. Work plan and strategy of Audit Committee 2018 2. Work relationship of Audit Committee and SKAI	1. Gunawan Tenggaraharja 2. RD Widaningsih
2	14 Maret 2018 14 March 2018	Pembahasan hasil pemeriksaan SKAI sampai dengan bulan Februari 2018. Discussion on audit results of SKAI up to February 2018	1. Gunawan Tenggaraharja 2. RD Widaningsih 3. Teguh Sukaryanto
3	27 April 2018 27 April 2018	Evaluasi dan rekomendasi Komite Audit dalam Penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik tahun 2018. Evaluation and recommendation of Audit Committee in the Appointment of Public Accountant and/or Public Accountant Firm in 2018	1. Gunawan Tenggaraharja 2. RD Widaningsih 3. Teguh Sukaryanto
4	30 Mei 2018 30 May 2018	Membahas beberapa hal terkait dengan pemeriksaan perkreditan dan juga hasil pemeriksaan OJK. Discuss several issues related to credit audit and result of OJK's audit	1. Gunawan Tenggaraharja 2. RD Widaningsih 3. Teguh Sukaryanto
5	18 Juli 2018 18 July 2018	Pemaparan oleh SKAI mengenai metodologi audit yang baru. Presentation of SKAI regarding new audit methodology	1. Gunawan Tenggaraharja 2. RD Widaningsih 3. Teguh Sukaryanto

No.	Tanggal Rapat Date of Meeting	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participant
6	21 September 2018 21 September 2018	Membahas tindak lanjut atas temuan OJK 2018 dan <i>progress</i> audit sampai bulan September 2018. Discuss follow up on OJK findings 2018 and audit progress up to September 2018	1. Gunawan Tenggaraharja 2. RD Widaningsih 3. Teguh Sukaryanto
7	28 November 2018 28 November 2018	1. Pembahasan hasil audit April-Oktober 2018. - <i>General Audit</i> - <i>Audit Khusus/Kasus Fraud</i> 2. Update status Audit Terintegrasi terkait LJK. 1. Discussion on audit result for April-October 2018. - <i>General Audit</i> - <i>Special Audit/Fraud Cases</i> 2. Update Status of Integrated Audit related to LJK	1. RD Widaningsih 2. Teguh Sukaryanto

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT KOMITE AUDIT

Selama tahun 2018, Komite Audit telah melaksanakan rapat sebanyak 7 (tujuh) kali dengan frekuensi dan tingkat kehadiran Komite Audit adalah sebagai berikut.

MEETING FREQUENCY AND ATTENDANCE OF AUDIT COMMITTEE

Throughout 2018, the Audit Committee held 7 (seven) meetings with the following meeting frequency and attendance.

Tabel Tingkat Kehadiran Rapat Komite Audit
Table of Attendance Level of Audit Committee Meeting

Nama Name	Jabatan Position	Total Rapat Total Meeting	Jumlah Rapat Number of Meeting	Persentase Percentage
Gunawan Tenggaraharja	Ketua Chairman	7	6	86%
RD Widaningsih	Anggota Member	7	7	100%
Teguh Sukaryanto*)	Anggota Member	6	6	100%

*)Menjabat sejak Maret 2018. / Served since March 2018.

LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE AUDIT TAHUN 2018

Sepanjang tahun 2018 Komite Audit telah melakukan penelaahan dan reviu, baik melalui analisa laporan maupun melalui rapat; yang hasilnya disampaikan kepada Dewan Komisaris, antara lain sebagai berikut:

1. Penelaahan Laporan Keuangan serta Pengendalian Internal periode Desember 2017, Maret, dan September 2018, yakni dengan memberikan pendapat tentang kewajaran Laporan Keuangan kepada Dewan Komisaris terutama untuk pencapaian target RBB 2018 (Neraca, Laba Rugi, Perkreditan Sektor Ekonomi, Kolektibilitas, AYDA, DPK, Rasio-rasio dan produk baru) dan tindak lanjut temuan SKAI, OJK dan KAP, serta memberikan rekomendasi untuk Perbaikan Pengendalian Internal berkelanjutan.

Dalam hal ini Komite telah membuat memorandum hasil penelaahan sebagai berikut:

BRIEF REPORT ON THE IMPLEMENTATION OF AUDIT COMMITTEE ACTIVITIES IN 2018

Throughout 2018 the Audit Committee has conducted study and review, both through report analysis and through meetings; the results have been submitted to the Board of Commissioners, among others as follows:

1. Review the Financial Statements and Internal Control for the period of December 2017, March, and September 2018, namely by giving an opinion about the fairness of the Financial Statements to the Board of Commissioners especially for the achievement of RBB 2018 target (Balance Sheet, Profit and Loss, Economic Sector Credit, Collectability, AYDA, DPK, Ratios and new products) and follow up of SKAI, OJK and KAP findings, as well as giving recommendation for the Improvement of sustainable Internal Control.

In this matters the Committee has made a memorandum on the result of the review as follows:

No.	Memo Nomor Memo Number	Perihal Subject
1.	002/KA/II/2018 tanggal 2 Februari 2018 002/KA/II/2018 dated 2 February 2018	Penelaahan Laporan Keuangan serta Pengendalian Internal Bank Victoria International Tbk. posisi Desember 2017. Review Financial Statements and Internal Control of Bank Victoria International Tbk. for December 2017 Position
2.	005/KA/V/2018 tanggal 2 Mei 2018 005/KA/V/2018 dated 2 May 2018	Penelaahan Laporan Keuangan serta Pengendalian Internal Bank Victoria International Tbk. posisi Maret 2018. Review Financial Statements and Internal Control of Bank Victoria International Tbk. for March 2018 position

No.	Memo Nomor Memo Number	Perihal Subject
3.	11/KA/IO/2018 tanggal 17 Oktober 2018 11/KA/IO/2018 dated 17 October 2018	Penelaahan Laporan Keuangan serta Pengendalian Internal Bank Victoria International Tbk. posisi September 2018. Review Financial Statements and Internal Control of Bank Victoria International Tbk. for September 2018 position

2. Melakukan penelaahan atas hasil Laporan Hasil Pemeriksaan (LHP) SKAI Semester I dan II 2018, yakni dengan:
 - Memonitor realisasi Audit Divisi SKAI sesuai Rencana Kerja SKAI tahun 2018, dan melaporkannya kepada Dewan Komisaris.
 - Memberikan saran untuk pemenuhan rencana kerja Divisi SKAI 2018.
 - Memberi catatan pendalaman atas obyek dan substansi pemeriksaan.
 - Memberikan rekomendasi untuk memberikan peningkatan aktivitas pengendalian internal di masing masing unit kerja seperti Divisi di Kantor Pusat, Kantor Cabang/Capem/KK.
2. Conduct review of Report of Audit Result (LHP) of SKAI for Semester I and II 2018, namely by:
 - Monitoring the realization of audit of SKAI Division in accordance with Work Plan of SKAI 2018, and report it to the Board of Commissioners.
 - Giving advices for fulfilling the 2018 work plan of SKAI Division.
 - Giving notes on deepening the object and substance of the audit.
 - Giving recommendation for increasing activities of internal control in each work unit such as in the Division of at Head Office, Branch Office/Subbranch Office/KK.

Komite telah membuat hasil penelaahan LHP sebagai berikut:

The Committee has made LHP review result as follows:

No.	Memo Nomor Memo Number	Perihal Subject
1.	003/KA/II/2018 tanggal 7 Februari 2018 003/KA/II/2018 dated 7 February 2018	Review LHP SKAI TW IV 2017 untuk 1 Cabang & 6 Cluster dan 2 Divisi periode Oktober – Desember 2017. Review LHP SKAI TW IV 2017 for 1 Branch & 6 Clusters and 2 Divisions for October – December 2017 Period.
2.	007/KA/V/2018 tanggal 11 Mei 2018 007/KA/V/2018 dated 11 May 2018	Review LHP SKAI TW I 2018. Review LHP SKAI TW I 2018.
3.	008/KA/VII/2018 tanggal 13 Juli 2018 008/KA/VII/2018 dated 13 July 2018	Review LHP SKAI TW IV 2017 untuk 1 Cabang & 6 Cluster dan 2 Divisi periode Oktober – Desember 2017. Review LHP SKAI TW IV 2017 for 1 Branch & 6 Clusters and 2 Divisions for Oktober – Desember 2017 Period
4.	009/KA/VIII/ 2018 tanggal 8 Agustus 2018 009/KA/VIII/ 2018 dated 8 August 2018	Review LHP SKAI Kantor Cabang Utama Cideng dan Jaringan Komunikasi. Review LHP SKAI of Cideng Branch Office and Communication Network.
5.	010/KA/09/2018 tanggal 28 September 2018 010/KA/09/2018 dated 28 September 2018	Review LHP SKAI Kantor Cabang Utama Kelapa Gading bidang Operasional, serta Divisi Multi Finance. Review LHP SKAI Kelapa Gading Branch Office, Operational Dept, and Multi Finance Division.
6.	012/KA/10/2018 tanggal 19 Oktober 2018 012/KA/10/2018 dated 19 October 2018	Review LHP SKAI Kantor Cabang Utama Kelapa Gading bidang Perkreditan, serta Kantor Cabang Utama BIP bidang Operasional. Review LHP SKAI Branch Office Kelapa Gading Credit Dept, and Branch Office BIP, Operational Dept.
7.	013/KA/11/2018 tanggal 9 November 2018 013/KA/11/2018 dated 9 November 2018	Rekomendasi Komite Audit tentang Persetujuan Penunjukan Konsultan Perpajakan. Recommendation of Audit Committee regarding the Appointment of Tax Consultant.
8.	014/KA/11/2018 tanggal 9 November 2018 014/KA/11/2018 dated 9 November 2018	Review LHP SKAI Pengamanan Informasi – Teknologi Informasi. Review LHP SKAI on Information Security – Information Technology.
9.	015/KA/11/2018 tanggal 14 November 2018 015/KA/11/2018 dated 14 November 2018	Review LHP SKAI Kantor Cabang Luar Kota Bandung dan Surabaya. Review LHP SKAI Branch Office Outside City of Bandung and City of Surabaya

3. Melakukan evaluasi Pelaksanaan Jasa Audit atas Informasi Keuangan oleh AP & KAP tahun buku 2017, dimana sesuai POJK No. 13/POJK.03/2017 dan SEOJK No. 36/SEOJK.03/2017 tentang Jasa Akuntan Publik (AP) dan/ atau Kantor Akuntan Publik (KAP), maka KAP Tanudiredja, Wibisana, Rintis & Rekan telah memenuhi harapan Dewan Komisaris dalam melakukan uji pemeriksaan secara independen atas *proofsheet*, pencatatan manual serta memeriksa dokumen non keuangan sebagai pendukungnya, serta meyakini tidak adanya *fraud* yang cukup material tahun buku 2017.
3. Conduct evaluation regarding the Implementation of Audit Services on Financial Information by AP & KAP of fiscal year 2017, where in accordance with POJK No. 13/POJK.03/2017 and SEOJK No. 36/SEOJK.03/2017 concerning the Services of Public Accountant (AP) and/or Public Accountant Firm (KAP), KAP Tanudiredja, Wibisana, Rintis & Partners has met expectation of the Board of Commissioners in conducting independent audit trial of the *proofsheet*, manual notes and auditing non-financial documents as the supports, as well as believing that there is no material fraud in fiscal year 2017.

Komite telah melakukan evaluasi melalui Memorandum No. 004/KA/04/2018 tanggal 11 April 2018 perihal Evaluasi pelaksanaan jasa audit informasi keuangan PT Bank Victoria Int'l Tbk. tahun buku 2017 oleh Sdr. M Jusuf Wibisana, dari KAP Tanudiredja, Wibisana, Rintis & Rekan (*Price Waterhouse Coopers*).

4. Memberikan rekomendasi penunjukkan Kantor Akuntan Publik (KAP) untuk *general audit* atas Laporan Keuangan PT Bank Victoria International Tbk tahun buku yang berakhir pada tanggal 31 Desember 2018, yang hal ini merujuk pada:
 - POJK 6/POJK.03/2015 tentang Transparansi dan Publikasi Laporan Bank, POJK 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik, serta POJK 13/POJK.03/2017, maka bank wajib menunjuk Akuntan Publik dan Kantor Akuntan Publik yang telah terdaftar di Bank Indonesia dan Penunjukan Akuntan Publik yang sama oleh Bank paling lama dilakukan untuk periode audit 3 tahun buku berturut turut.
 - Merekomendasikan Kantor Akuntan Publik yang akuntabel dan memiliki reputasi baik, serta terdaftar dalam daftar KAP di website Bank Indonesia dan Otoritas Jasa Keuangan dan tidak termasuk dalam daftar hitam, yakni KAP Tanudiredja, Wibisana, Rintis & Rekan.
 - Rekomendasi Komite dituangkan dalam Memorandum No. 006/KA/V/2018 tanggal 2 Mei 2018 perihal Rekomendasi Komite Audit dalam Penunjukan Akuntan Publik dan/ atau Kantor Akuntan Publik.
5. Dalam rangka mendiskusikan dan membahas hal-hal yang berhubungan pengendalian internal, Komite telah melakukan 7 (tujuh) kali rapat Komite Audit, diantaranya 5 (lima) kali rapat dengan SKAI, yang antara lain membahas:
 - Hasil Audit yang dilakukan oleh SKAI.
 - Progress hasil pemeriksaan versus Rencana Kerja Audit Tahun (RAKT) 2018.
 - Memberikan rekomendasi, *coaching* dan pengarahan kepada Divisi SKAI dalam pelaksanaan pemeriksaan dan penulisan LHP *Risk Based Audit*.

KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi merupakan salah satu organ pendukung Dewan Komisaris yang membantu pelaksanaan fungsi dan tugas terkait nominasi dan remunerasi terhadap anggota Direksi dan Dewan Komisaris. Pembentukan Komite Nominasi dan Remunerasi dilakukan berdasarkan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 dan Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola bagi Bank Umum, serta Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

The Committee has conducted evaluation through a Memorandum No. 004/KA/04/2018 dated 11 April 2018 regarding Evaluation of the implementation on financial information audit service of PT Bank Victoria Int'l Tbk. for the fiscal year 2017 by Mr. M Jusuf Wibisana, from KAP Tanudiredja, Wibisana, Rintis & Rekan (*Price Waterhouse Coopers*).

4. Giving recommendation on the appointment of Public Accountant Firm (KAP) for general audit of Financial Statements of PT Bank Victoria International Tbk for the fiscal year ended on 31 December 2018, in this case refers to:
 - POJK 6/POJK.03/2015 concerning Transparency and Publication of Bank Reports, POJK 29/POJK.04/2016 concerning Annual Report of Stock Issuers or Public Companies, and POJK 13/POJK.03/2017, therefore, banks must appoint Public Accountants and Public Accountant Firms listed in Bank Indonesia and the Appointment of the same Public Accountant by Bank shall be conducted at a maximum of audit period of 3 consecutive fiscal years.
 - Recommend a Public Accountant Firm which is accountable and has good reputation, and listed in the list of KAP on the website of Bank Indonesia and OJK and is not included in the black list, namely KAP Tanudiredja, Wibisana, Rintis & Partners.
 - The recommendation of the Committee is set forth in Memorandum No. 006/KA/V/2018 dated 2 May 2018 regarding Recommendation of the Audit Committee on the Appointment of Public Accountant and/or Public Accountant Firm.
5. In the framework of discussing matters relating to internal control, the Committee has held 7 (seven) times Audit Committee meetings, among them 5 (five) times were meetings with SKAI, which among other discussing:
 - Audit results conducted by SKAI.
 - Progress of audit results versus Audit Work Plan of Year (RAKT) 2018.
 - Provide recommendation, coaching and direction to SKAI Division in implementing audit and the writing of LHP of Risk Based Audit.

NOMINATION AND REMUNERATION COMMITTEE

Nomination and Remuneration Committee is one of the supporting organs of the Board of Commissioners which assists the implementation of the function and duty related to the Nomination and Remuneration for members of the Board of Directors and Board of Commissioners. The establishment of Nomination and Remuneration Committee is conducted based on the Regulation of Financial Services Authority No. 55/POJK.03/2016 and Circular of Financial Services Authority No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks, and Regulation of Financial Services Authority No. 34/POJK.04/2014 concerning Nomination and Remuneration Committee of Stock Issuers or Public Companies.

DASAR PEMBENTUKAN KOMITE NOMINASI DAN REMUNERASI

Secara garis besar, landasan peraturan dan perundang-undangan yang menjadi dasar dalam penyusunan Pedoman Kerja Komite Nominasi dan Remunerasi dapat diuraikan sebagai berikut:

1. Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola bagi Bank Umum.
2. Surat Edaran Otoritas Jasa Keuangan No. 14/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penilaian Kesehatan Bank Umum.
3. Peraturan Otoritas Jasa Keuangan No. 4/POJK.03/2016 tanggal 26 Januari 2016 tentang Penilaian Kesehatan Bank Umum.
4. Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Tata Kelola bagi Bank Umum.
5. Peraturan Otoritas Jasa Keuangan No. 8/POJK.04/2015 tanggal 25 Juni 2015 tentang Situs Web Emiten atau Perusahaan Publik.
6. Undang-Undang No. 21 tahun 2011 tanggal 22 November 2011 tentang Otoritas Jasa Keuangan.
7. Undang-Undang No. 6 tahun 2009 tanggal 13 Januari 2009 tentang Penerapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 tahun 2008 tentang Perubahan Kedua atas Undang-Undang No. 23 tahun 1999 tentang Bank Indonesia menjadi Undang-Undang.
8. Undang-Undang No. 40 tahun 2007 tanggal 16 Agustus 2007 tentang Perseroan Terbatas.

PIAGAM KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi telah dilengkapi dengan pedoman kerja yang ditetapkan dalam Pedoman Komite Nominasi dan Remunerasi yang telah disusun berdasarkan peraturan dan perundang-undangan yang berlaku dan senantiasa ditinjau ulang secara berkala. Pedoman Komite Nominasi dan Remunerasi telah disahkan berdasarkan Keputusan Dewan Komisaris No. 003/SK-KOM/09/18 tanggal 20 September 2018 tentang Pedoman Komite Nominasi dan Remunerasi PT Bank Victoria International Tbk.

Pedoman Komite Nominasi dan Remunerasi Bank Victoria tersebut memuat uraian tentang:

1. Latar Belakang;
2. Daftar Istilah;
3. Tujuan;
4. Fungsi;
5. Keanggotaan, Persyaratan dan Masa Tugas;
6. Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi;
7. Wewenang Komite Nominasi dan Remunerasi;
8. Rapat dan Pelaporan;
9. Kode Etik Nominasi dan Remunerasi;
10. Evaluasi bagi Komite Nominasi dan Remunerasi; dan
11. Sistem Nominasi dan Remunerasi.

Uraian lebih jelas mengenai isi Pedoman Komite Nominasi dan Remunerasi Bank Victoria dapat dilihat pada situs *web* Bank bagian Tata Kelola (<http://www.victoriabank.co.id/pdf/001SKKOM0216.pdf>).

ESTABLISHMENT BASIS OF NOMINATION AND REMUNERATION COMMITTEE

Broadly, the base of laws and regulations that become the basis in preparing Work Guideline for Nomination and Remuneration can be described as follows:

1. Circular of Financial Services Authority No. 13/SEOJK.03/2017 dated 17 March 2017 concerning Implementation of Governance for Commercial Banks.
2. Circular of Financial Services Authority No. 14/SEOJK.03/2017 dated 17 March 2017 concerning Assessment of Soundness of Commercial Banks.
3. Regulation of Financial Services Authority No. 4/POJK.03/2016 dated 26 January 2016 concerning Assessment of Soundness of Commercial Banks.
4. Regulation of Financial Services Authority No. 55/POJK.03/2016 dated 7 December 2016 concerning Governance of Commercial Banks.
5. Regulation of Financial Services Authority No. 8/POJK.04/2015 dated 25 June 2015 concerning Website of Stock Issuers or Public Companies.
6. Law No. 21 of 2011 dated 22 November 2011 concerning Financial Services Authority.
7. Law No. 6 of 2009 dated 13 January 2009 concerning Implementation of Government Regulation in Lieu of Law No. 2 of 2008 concerning Second Amendment to Law No. 23 of 1999 concerning Bank Indonesia to become Law.
8. Law No. 40 of 2007 dated 16 August 2007 concerning Limited Liability Companies.

CHARTER OF NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee has been completed with a work guideline set out on Guideline for Nomination and Remuneration Committee which has been developed based on the applicable laws and regulations and is constantly reviewed periodically. The Guideline for Nomination and Remuneration Committee has been ratified pursuant to the Decision of the Board of Commissioners No. 003/SK-KOM/09/18 dated 20 September 2018 concerning Guideline for Nomination and Remuneration of PT Bank Victoria International Tbk.

The Guideline for Nomination and Remuneration Committee of Victoria contained description regarding:

1. Background;
2. Glossary;
3. Objective;
4. Function;
5. Membership, Requirements and Tenure;
6. Duties and Responsibilities of Nomination and Remuneration Committee;
7. Authorities of Nomination and Remuneration Committee;
8. Meetings and Reporting;
9. Code of Ethics of Nomination and Remuneration;
10. Evaluation for Nomination and Remuneration Committee; and
11. Nomination and Remuneration System.

Clearer description regarding the content of Nomination and Remuneration Committee of Bank Victoria can be seen on the Bank website in the Governance section (<http://www.victoriabank.co.id/pdf/001SKKOM0216.pdf>).

TUGAS DAN TANGGUNG JAWAB KOMITE NOMINASI DAN REMUNERASI

Tugas dan tanggung jawab Komite Nominasi dan Remunerasi Bank Victoria terkait kebijakan remunerasi diuraikan sebagai berikut:

1. Menyusun dan mengevaluasi remunerasi kepada anggota Dewan Komisaris, Direksi dan Pejabat Eksekutif sampai dengan satu tingkat di bawah Direksi;
2. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
 - a. Kebijakan remunerasi bagi Dewan Komisaris dan Direksi untuk disampaikan kepada RUPS;
 - b. Kebijakan remunerasi bagi Pejabat Eksekutif sampai dengan satu tingkat di bawah Direksi untuk disampaikan kepada Direksi; dan
 - c. Kebijakan Remunerasi bagi karyawan secara keseluruhan untuk disampaikan kepada Direksi.
3. Dalam melaksanakan tugas dan tanggung jawab terkait dengan kebijakan remunerasi wajib memperhatikan:
 - a. Kinerja keuangan dan pemenuhan cadangan sebagaimana diatur dalam peraturan perundang-undangan yang berlaku;
 - b. Prestasi kerja individu;
 - c. Kewajaran dengan *peer group*; dan
 - d. Pertimbangan sasaran dan strategi jangka panjang Bank.

Sedangkan, tugas dan tanggung jawab terkait dengan kebijakan nominasi Bank diuraikan sebagai berikut:

1. Menyusun dan memberikan rekomendasi mengenai sistem serta prosedur pemilihan dan/atau penggantian anggota Dewan Komisaris dan Direksi kepada Dewan Komisaris untuk disampaikan kepada RUPS.
2. Memberikan rekomendasi mengenai calon anggota Dewan Komisaris dan/atau Direksi kepada Dewan Komisaris untuk disampaikan kepada RUPS.

Selain tugas dan tanggung jawab di atas, Komite Nominasi dan Remunerasi memiliki tugas lainnya, yaitu:

1. Membantu Dewan Komisaris untuk memberikan rekomendasi tentang jumlah anggota Dewan Komisaris dan Direksi.
2. Membantu Direksi dalam melakukan kaji ulang terhadap sistem *Human Capital Management* dan kebijakan pengembangan sumber daya manusia mulai dari rekrutmen, *assessment*, peningkatan kompetensi, evaluasi, promosi, demosi, terminasi, suksesi, seleksi, dan lain-lain.
3. Memberikan rekomendasi mengenai pihak Independen yang menjadi anggota Komite Audit serta anggota Komite Pemantau Risiko.

WEWENANG KOMITE NOMINASI DAN REMUNERASI

Dalam menjalankan tugas dan tanggung jawabnya, Komite Nominasi dan Remunerasi mempunyai wewenang untuk:

1. Mengkaji ulang, memeriksa dan melakukan analisa dan pemberian pendapat serta rekomendasi dalam batas ruang lingkup tugasnya.
2. Mencari dan mendapatkan informasi (akses yang tidak terbatas) yang relevan dari sistem informasi manajemen, laporan-laporan dari setiap anggota Direksi dan individu atau narasumber terkait, baik yang berasal dari dalam maupun dari luar Bank.
3. Mengundang Manajemen untuk hadir dalam rapat Komite.

DUTIES AND RESPONSIBILITIES OF NOMINATION AND REMUNERATION COMMITTEE

Duties and responsibilities of the Nomination and Remuneration Committee of Bank Victoria related to the remuneration policy is described as follows:

1. Prepare and evaluate remuneration for the members of the Board of Commissioners, Board of Directors and Executive Officers up to one level below Board of Directors;
2. Provide recommendations to the Board of Commissioners regarding:
 - a. Policy of remuneration for the Board of Commissioners and Board of Directors to be submitted to GMS;
 - b. Policy of remuneration for Executive Officers up to one level below Board of Directors to be submitted to the Board of Directors; and
 - c. Remuneration Policy for employees as a whole to be submitted to the Board of Directors.
3. In carrying out duties and responsibilities related to the policy of remuneration, the committee must take into consideration:
 - a. Financial performance and reserves fulfillment as regulated in the applicable laws and regulations;
 - b. Individual work performance;
 - c. Fairness with peer group; and
 - d. Consideration on the long-term strategies and goals of Bank.

Meanwhile, duties and responsibilities related to the nomination policy of the Bank is described as follows:

1. Develop and provide recommendation regarding system and procedure for selecting and/or replacing members of the Board of Commissioners and Board of Directors to the Board of Commissioners to be submitted to GMS.
2. Provide recommendation regarding prospective members of the Board of Commissioners and/or Board of Directors to the Board of Commissioners to be submitted to GMS.

Other than duties and responsibilities mentioned above, the Nomination and Remuneration Committee has other duties, namely:

1. To assist the Board of Commissioners by providing recommendation on the number of the Board of Commissioners and Board of Directors' members.
2. To assist Board of Directors in conducting review on the Human Capital Management system and policy in human resources development, starting from the recruitment, assessment, competence improvement, evaluation, promotion, demotion, termination, succession, selection, etc.
3. Memberikan rekomendasi mengenai pihak Independen yang menjadi anggota Komite Audit serta anggota Komite Pemantau Risiko.

AUTHORITY OF NOMINATION AND REMUNERATION COMMITTEE

In carrying out its duties and responsibilities, the Nomination and Remuneration Committee has the authority to:

1. Review, examine and conduct analysis as well as provide opinion and recommendation within the scope of its duties.
2. Search and get relevant information (unlimited access) from the management information system, reports from each member of the Board of Directors and from individual or related sources, both from internal and external Bank.
3. Invite Management to attend the Committee meetings.

MASA TUGAS

Masa tugas anggota Komite Nominasi dan Remunerasi tidak boleh lebih lama daripada jabatan Dewan Komisaris dan dapat diangkat kembali untuk periode berikutnya.

STRUKTUR, KEANGGOTAAN DAN KEAHLIAN KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi paling kurang terdiri dari 3 (tiga) orang anggota, dengan ketentuan:

1. Seorang Ketua merangkap anggota, yang merupakan Komisaris Independen; dan
2. Anggota lainnya yang dapat berasal dari:
 - a. Anggota Dewan Komisaris;
 - b. Pihak yang berasal dari luar Bank; atau
 - c. Pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia.

Periode 1 Januari 2018 – 26 Juli 2018

Struktur dan keanggotaan Komite Nominasi dan Remunerasi periode 1 Januari – 26 Juli 2018 yang diangkat berdasarkan Surat Keputusan Direksi No. 001/SK-DIR/12/16 tanggal 16 Desember 2016 adalah sebagai berikut.

OFFICE TERM

The office term of the Nomination and Remuneration Committee members may not be longer than the Board of Commissioners and can be reappointed for the next period.

STRUCTURE, MEMBERSHIP, AND EXPERTISE OF THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee consists of at least 3 (three) persons, under the following provisions:

1. A Chairman, concurrently as member, who is an Independent Commissioner; and
2. Other members that may come from:
 - a. Members of the Board of Commissioners;
 - b. Parties from outside the Bank; or
 - c. The party holding managerial positions under the Board of Directors in charge of human resources division.

1 January - 26 July 2018

The structure and membership of the Nomination and Remuneration Committee for 1 January - 26 July 2018 that appointed based on the Board of Directors Decree No. 001/SK-DIR/12/16 December 16, 2016 are as follows.

Tabel Struktur, Keanggotaan dan Keahlian Komite Nominasi dan Remunerasi

Table of Structure, Membership, and Expertise of the Nomination and Remuneration Committee

Nama Name	Jabatan Position	Keterangan Description	Keahlian Expertise
Gunawan Tenggarahardja	Ketua Chairman	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	Perbankan Banking
Debora Wahjutirto Tanoyo	Anggota Member	Komisaris Commissioner	Bisnis Business
Syahda Candra	Anggota Member	Kepala Divisi <i>Human Capital Management and General Affair</i> Head of Human Capital Management and General Affair Division	<i>Human Capital</i>

Periode 26 Juli 2018 - Sekarang

Struktur dan keanggotaan Komite Nominasi dan Remunerasi periode 26 Juli 2018 – sekarang yang diangkat berdasarkan Surat Keputusan Direksi No. 007/SK-DIR/07/18 tanggal 26 Juli 2018 adalah sebagai berikut.

26 July 2018 - Present

The structure and membership of the Nomination and Remuneration Committee for 26 July 2018 – present that appointed based on the Board of Directors Decree No. 007/SK-DIR/07/18 dated July 26, 2018 are as follows.

Tabel Struktur, Keanggotaan dan Keahlian Komite Remunerasi dan Nominasi

Table of Structure, Membership, and Expertise of the Nomination and Remuneration Committee

Nama Name	Jabatan Position	Keterangan Description	Keahlian Expertise
Gunawan Tenggarahardja	Ketua Chairman	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	Perbankan Banking
Debora Wahjutirto Tanoyo	Anggota Member	Komisaris Commissioner	Bisnis Business
Syahda Candra	Anggota Member	Kepala Divisi <i>Human Capital Management and General Affair</i> Head of Human Capital Management and General Affair Division	<i>Human Capital</i>

Keanggotaan Komite Nominasi dan Remunerasi Bank Victoria telah memenuhi ketentuan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 dan Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola bagi Bank Umum, serta Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

Membership of the Nomination and Remuneration Committee of Bank Victoria has satisfied the provisions of Financial Services Authority Regulation No. 55/POJK.03/2016 and Circular of Financial Services Authority No. 13/SEOJK.03/2017 on the Implementation of Governance for Commercial Banks and Financial Services Authority Regulation No. 34/POJK.04/2014 on Nomination and Remuneration Committee of Issuer or Public Company.

PROFIL KOMITE NOMINASI DAN REMUNERASI

PROFILES OF NOMINATION AND REMUNERATION COMMITTEE

Gunawan Tenggarahardja Ketua Komite Nominasi dan Remunerasi Chairman of Nomination and Remuneration Committee	Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. His profile can be found in the Profile section of the Board of Commissioners in this Annual Report.
Oliver Simorangkir Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. His profile can be found in the Profile section of the Board of Commissioners in this Annual Report.
Syahda Candra Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	Warga Negara Indonesia, lahir di Jakarta pada tahun 1974. Saat ini berusia 44 tahun dan berdomisili di Jakarta. Menjabat sebagai anggota Komite Nominasi dan Remunerasi sejak tahun 2012 dengan masa jabatan tidak melebihi masa jabatan anggota Dewan Komisaris yang menjabat dalam Komite. Beliau meraih gelar Sarjana Psikologi dari Universitas Persada Indonesia Y.A.I, Jakarta pada tahun 1998. Beliau mengawali karir sebagai <i>Senior Staff Human Resource Department (Recruitment and Man Power)</i> PT Bank Ekonomi tahun 1997 – 2000, <i>Assistant Manager Human Resource Department</i> PT Hawaii Confectionery Factory tahun 2001 – 2002, dan <i>Supervisor Human Resource Department PT JS Multi Collection</i> tahun 2002 – 2003. Beliau kemudian bergabung dengan Bank Victoria dan menjabat sebagai Kepala <i>Divisi Human Resource and General Affair</i> tahun 2003 – 2012, Kepala <i>Divisi Human Capital Management</i> tahun 2012 – Oktober 2017, dan Kepala <i>Divisi Human Capital Management and General Affair</i> sejak Oktober 2017 – sekarang. An Indonesian Citizen, born in Jakarta in 1974. At this time she is 44 years old and domiciled in Jakarta. Has served as member of the Nomination and Remuneration Committee since 2012 with a term not exceeding the office term of the member of the Board of Commissioners serving in the Committee. He earned a Bachelor of Psychology from Universitas Persada Indonesia Y.A.I, Jakarta, in 1998. Started her career as Senior Staff Human Resources Department (Recruitment and Man Power) of PT Bank Ekonomi from 1997– 2000, Assistant Manager Human Resources Department of PT Hawaii Confectionery Factory from 2001 – 2002, and Supervisor of Human Resources Department at PT JS Multi Collection from 2002 – 2003. She then joined in Bank Victoria and served as the Head of Human Resources and General Affairs Division from 2003 – 2012, Head of Human Capital Management Division from 2012 – October 2017, and Head of Human Capital Management and General Affairs Division since October 2017 – present.

KUALIFIKASI PENDIDIKAN DAN PENGALAMAN KERJA KOMITE NOMINASI DAN REMUNERASI

Seluruh anggota Komite Nominasi dan Remunerasi telah memiliki kualifikasi pendidikan dan pengalaman kerja yang dipersyaratkan. Per 31 Desember 2018, kualifikasi pendidikan dan pengalaman kerja Ketua dan Anggota Komite Nominasi dan Remunerasi adalah sebagai berikut:

EDUCATIONAL QUALIFICATIONS AND WORK EXPERIENCE OF THE NOMINATION AND REMUNERATION COMMITTEE

All members of the Nomination and Remuneration Committee have educational qualifications and working experience as required. As of 31 December 2018, educational qualifications and work experience of the Nomination and Remuneration Chairman and Members are as follows:

Tabel Kualifikasi Pendidikan dan Pengalaman Kerja Komite Nominasi dan Remunerasi
Table of Education Qualification and Work Experience of Nomination and Remuneration Committee

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Gunawan Tenggarahardja	Ketua Chairman	Sarjana Teknik Sipil dari Institut Teknologi Bandung (1981). Bachelor of Civil Engineering from Institut Teknologi Bandung (1981)	- <i>International Field Engineer 1</i> di Schlumberger OSA (1982-1984). - <i>Assistant Manager</i> di PT Bank Bali (1985-1988). - <i>General Manager</i> di PT Sampoerna Transport Nusantara (1989-1992). - <i>Direktur Eksekutif</i> di PT Duta Pertiwi Tbk (1992-1996). - <i>Direktur</i> di PT Bhuwanatala Indah Permai Tbk (1996-1998). - <i>Komisaris Independen</i> PT Jakarta Setiabudi International Tbk. (2004-sekarang) - <i>Komisaris Utama</i> di PT Sigma Karya Sempurna (Bali Camp) (1998-2004). - <i>Komisaris dan Komisaris Independen</i> di PT Bank Victoria International Tbk. (2003-sekarang). - <i>International Field Engineer 1</i> at Schlumberger OSA (1982-1984). - <i>Assistant Manager</i> at PT Bank Bali (1985-1988). - <i>General Manager</i> at PT Sampoerna Transport Nusantara (1989-1992). - <i>Executive Director</i> at PT Duta Pertiwi Tbk (1992-1996). - <i>Director</i> at PT Bhuwanatala Indah Permai Tbk (1996-1998). - <i>Independent Commissioner</i> at PT Jakarta Setiabudi International Tbk. (2004-at present) - <i>President Commissioner</i> at PT Sigma Karya Sempurna (Bali Camp) (1998-2004). - <i>Commissioner and Independent Commissioner</i> at PT Bank Victoria International Tbk. (2003-present).

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Oliver Simorangkir	Anggota Member	Sarjana Ekonomi Akuntansi dari Universitas Indonesia (1980). Bachelor of Economics – Accounting from Universitas Indonesia (1980)	- <i>Officer Development Program</i> di PT Bank Niaga Tbk (1980-1981). - <i>Sub Manager Staff Internal Audit</i> di PT Bank Niaga Tbk (1981-1983). - <i>Assistant Manager-Department Head of Credit Administration</i> Cabang Utama Jakarta di PT Bank Niaga Tbk (1983-1985). - Kepala Divisi Operasional Cabang Utama Jakarta di PT Bank Niaga Tbk (1985-1987). - <i>Senior Manager-Wakil Pimpinan</i> Cabang Thamrin di PT Bank Niaga Tbk (1987-1988). - <i>Assistant Vice President-Manager in Charge</i> Sentralisasi Operasional Wilayah Jakarta di PT Bank Niaga Tbk (1988-1989). - <i>Vice President Operasional-Manager in Charge</i> Wilayah Jakarta di PT Bank Niaga Tbk (1990-1994). - <i>Group Head Operation System and Procedure Head Office</i> di PT Bank Niaga Tbk (1994-1998). - <i>Group Head Corporate Planning and Accounting Control Head Office</i> di PT Bank Niaga Tbk (1998-2000). - <i>Senior Vice President – General Manager Internal Audit</i> di PT Bank Permata Tbk (2001-2003). - Direktur Kepatuhan dan Manajemen Risiko di PT Bank Victoria International Tbk (2005-2008). - Direktur Operasi dan Sistem di PT Bank Victoria International Tbk (2008-2015). - Komisaris Utama di PT Bank Victoria International Tbk (2015-sekarang) - <i>Officer Development Program</i> at PT Bank Niaga Tbk (1980-1981). - <i>Sub Manager Staff Internal Audit</i> at PT Bank Niaga Tbk (1981-1983). - <i>Assistant Manager - Department Head of Credit Administration</i> Jakarta Branch at PT Bank Niaga Tbk (1983-1985). - <i>Head of Operational Division of Jakarta Branch Office</i> at PT Bank Niaga Tbk (1985-1987). - <i>Senior Manager – Deputy Manager</i> of Thamrin Branch Office at PT Bank Niaga Tbk (1987-1988). - <i>Assistant Vice President - Manager in Charge</i> of Operational Centralization of Jakarta Region at PT Bank Niaga Tbk (1988-1989). - <i>Vice President Operasional - Manager in Charge</i> of Jakarta Region at PT Bank Niaga Tbk (1990-1994). - <i>Group Head Operation System and Procedure Head Office</i> at PT Bank Niaga Tbk (1994-1998). - <i>Group Head Corporate Planning and Accounting Control Head Office</i> at PT Bank Niaga Tbk (1998-2000). - <i>Senior Vice President – General Manager Internal Audit</i> at PT Bank Permata Tbk (2001-2003). - <i>Director of Compliance and Risk Management</i> at PT Bank Victoria International Tbk (2005-2008). - <i>Director of Operations and System</i> at PT Bank Victoria International Tbk (2008-2015). - <i>President Commissioner</i> at PT Bank Victoria International Tbk (2015-present)
Syahda Candra	Anggota Member	Sarjana Psikologi Industri dari Universitas Persada Indonesia YAI (1998). Bachelor of Industrial Psychology from Universitas Persada Indonesia YAI (1998)	- <i>Senior Staff Human Resource Department (Recruitment and Man Power)</i> di PT Bank Ekonomi (1997 – 2000). - <i>Assistant Manager Human Resource Department</i> di PT Hawaii Confectionery Factory (2001 – 2002). - <i>Supervisor Human Resource Department</i> PT JS Multi Collection (2002 – 2003). - Kepala Divisi <i>Human Resource and General Affair</i> di PT Bank Victoria International Tbk. (2003 – 2012). - Kepala Divisi <i>Human Capital Management</i> di PT Bank Victoria International Tbk. (2012-2017). - Kepala Divisi <i>Human Capital Management and General Affair</i> (2017 – sekarang). - <i>Senior Staff Human Resource Department (Recruitment and Man Power)</i> at PT Bank Ekonomi (1997 – 2000). - <i>Assistant Manager Human Resource Department</i> at PT Hawaii Confectionery Factory (2001 – 2002). - <i>Supervisor Human Resource Department</i> PT JS Multi Collection (2002 – 2003). - <i>Head of Human Resource and General Affair Division</i> at PT Bank Victoria International Tbk. (2003 – 2012). - <i>Head of Human Capital Management Division</i> at PT Bank Victoria International Tbk. (2012-2017). - <i>Head of Human Capital Management and General Affair Division</i> (2017 – present).

INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi Bank Victoria menjalankan tugas dan tanggung jawabnya secara profesional dan independen, tanpa intervensi dari organ tata kelola Bank lainnya. Pelaksanaan tugas tersebut dilakukan sesuai dengan

INDEPENDENCE OF NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee of Bank Victoria has performed its duties and responsibilities in a professional and independent manner, without any intervention from other governance organs of the Bank. The implementation of duties

strategi, target, visi dan misi Bank, semata-mata hanya untuk kepentingan Bank. Untuk menjaga profesionalitas dan independensi pelaksanaan tugas Komite Nominasi dan Remunerasi, Bank mengatur komposisi antara anggota yang independen dan non independen untuk menghindari benturan kepentingan (*conflict of interest*). Adapun aspek independensi Komite Nominasi dan Remunerasi dijelaskan pada tabel di bawah ini.

has been conducted in line with the Bank's strategies, targets, vision, and mission, solely for the Bank's interest. To keep the professionalism and independence in implementing duties of the Nomination and Remuneration Committee, the Bank sets the composition between independent and non-independent members to avoid any conflict of interest. The independence aspect of Nomination and Remuneration Committee can be seen in the table below.

Tabel Independensi Komite Nominasi dan Remunerasi
Table of Independence of Nomination and Remuneration Committee

Aspek Independensi	Gunawan Tenggarahardja	Oliver Simorangkir	Syahda Candra
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Does not have any financial relationship with the Board of Commissioners and Board of Directors	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi Does not have management relationship in company, subsidiaries, and affiliate companies	√	√	√
Tidak memiliki hubungan kepemilikan saham di perusahaan Does not have share ownership relationship in company	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Nominasi dan Remunerasi Does not have family relationship with the Board of Commissioners, Board of Directors, and/or fellow member of Nomination and Remuneration Committee	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah Does not hold position as administrator of political party, official and government	√	√	√

RAPAT KOMITE NOMINASI DAN REMUNERASI

Kebijakan mengenai rapat Komite Nominasi dan Remunerasi sebagaimana telah diatur dalam Piagam Komite Nominasi dan Remunerasi adalah diselenggarakan secara berkala paling kurang 4 (empat) kali dalam 1 (satu) tahun dengan dipimpin oleh Ketua Komite Nominasi dan Remunerasi. Dalam pengambilan keputusan rapat, Komite Nominasi dan Remunerasi selalu mengedepankan musyawarah mufakat. Hasil dari rapat tersebut dituangkan dalam risalah rapat dan didokumentasikan dengan baik.

Agenda Rapat Komite Nominasi dan Remunerasi

Sepanjang tahun 2018, tanggal pelaksanaan, Agenda rapat dan Peserta rapat Komite Nominasi dan Remunerasi, sebagai berikut:

MEETING OF THE NOMINATION AND REMUNERATION COMMITTEE

The policy on the Nomination and Remuneration Committee's meetings has been regulated in the Nomination and Remuneration Committee Charter and states that the meetings are held periodically at least 1 (one) time within 4 (four) months and chaired by the Head of Nomination and Remuneration Committee. In making decision in the meeting, the Nomination and Remuneration Committee always prioritizes deliberations for consensus. The meeting result is stated in minutes of meetings and well-documented.

Meeting Agenda of Nomination and Remuneration Committee

Throughout 2018, date of implementation, meeting agenda and meeting participant of the Nomination and Remuneration Committee are as follows:

Tabel Agenda Rapat Komite Nominasi dan Remunerasi
Table of Nomination and Remuneration Committee Meeting Agenda

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
1.	19 Januari 2018 19 January 2018	Rekomendasi pemutusan kontrak kerja Bapak Tony Setiadi. Recommendation for termination of work contract with Mr. Tony Setiadi.	- Gunawan Tenggarahardja - Oliver Simorangkir - Syahda Candra

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
2.	2 Februari 2018 2 February 2018	Penggantian Anggota Komite Audit dan Anggota Komite Pemantau Risiko untuk rekomendasi kepada Dewan Komisaris. Replacement of Audit and Risk Monitoring Committee Members for recommendations to the Board of Commissioners.	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
3.	7 Maret 2018 7 March 2018	Rekomendasi pencalonan Associate Director atas nama Bapak Tomi Parisianto. Recommendation for nominating Mr. Tomi Parisianto as the Associate Director.	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
4.	6 April 2018 6 April 2018	Pembatalan Rekomendasi pencalonan Associate Director atas nama Bapak Tomi Parisianto. Cancellation of recommendation for nominating Mr. Tomi Parisianto as the Associate Director.	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
5.	6 April 2018 6 April 2018	Kebijakan Remunerasi bagi Pengurus dan Karyawan Remuneration Policy for Managers and Employees	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
6.	16 April 2018 16 April 2018	• Rekomendasi pencalonan Direktur Utama atas nama Bapak Ahmad Fajar • Rekomendasi pencalonan Direktur Bisnis atas nama Bapak Lembing • Rekomendasi pencalonan Direktur <i>Finance</i> dan <i>Human Resources</i> atas nama Ibu Debora Wahjutirto Tanoyo • Remuneration Policy for Managers and Employees • Recommendation for nominating Mr. Ahmad Fajar as the President Director • Recommendation for nominating Mr. Lembing as a Business Director • Recommendations for nominating Ms. Debora Wahjutirto Tanoyo as the Director of Finance and Human Resources.	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
7.	4 Juni 2018 4 June 2018	Struktur Organisasi Organizational Structure	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
8.	18 Juli 2018 18 July 2018	Rekomendasi penggantian Anggota Komite Nominasi dan Remunerasi dan pembagian tugas Dewan Komisaris. Recommendation to replace the Nomination and Remuneration Committee Members and the division of duties of the Board of Commissioners.	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
9.	15 Agustus 2018 15 August 2018	Rekomendasi pencalonan Associate Director atas nama Bapak Slamet Riyadi. Recommendation for nominating Mr. Slamet Riyadi as the Associate Director.	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
10.	7 September 2018 7 September 2018	Rekomendasi pencalonan Direktur atas nama Ibu Debora Wahjutirto Tanoyo. Recommendation for nominating Ms. Debora Wahjutirto Tanoyo as the Director.	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
11.	26 September 2018 26 September 2018	Rekomendasi Tunjangan Transport. Transport Allowance Recommendation.	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
12.	23 November 2018 23 November 2018	Kebijakan Pedoman Gratifikasi/Bonus Tahun 2017-205 bagi Pengurus dan Pegawai Bank untuk rekomendasi kepada Dewan Komisaris. Gratification/Bonus Guideline Policy for 2017-205 to Bank Management and Employees as recommendations to the Board of Commissioners.	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
13.	30 November 2018 23 November 2018	Evaluasi struktur organisasi. Evaluation of organizational structure.	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
14.	17 Desember 2018 17 December 2018	Rekomendasi calon Kepala Audit Internal/ <i>Integrated</i> dan Anti <i>Fraud</i> yaitu Bapak Djoko Soendjojo menggantikan Bapak Ridwan Moezwir. Recommendation of Mr. Djoko Soendjojo as a candidate for Head of Internal/Integrated and Anti-Fraud Audit, replacing Mr. Ridwan Moezwir.	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
15.	18 Desember 2018 18 December 2018	Permohonan pengunduran diri Bapak Ramon Marlon Runtu. Application for resignation of Mr. Ramon Marlon Runtu.	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra
16.	21 Desember 2018 21 December 2018	Evaluasi Direksi dan Jajaran pejabat Eksekutif Evaluation of the Board of Directors and the Executive Board	• Gunawan Tenggarahardja • Oliver Simorangkir • Syahda Candra

Frekuensi dan Tingkat Kehadiran Rapat Komite Nominasi dan Remunerasi

Meeting Frequency and Attendance of Nomination and Remuneration Committee

Tabel Tingkat Kehadiran Rapat Komite Nominasi dan Remunerasi

Table of Meeting Frequency and Attendance of Nomination and Remuneration Committee

Nama Name	Jabatan Position	Total Total	Jumlah Rapat Number of Meetings	Persentase Percentage
Gunawan Tenggarahardja	Ketua Chairman	16	16	100%
Oliver Simorangkir	Anggota Member	16	16	100%
Syahda Candra	Anggota Member	16	16	100%

LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE NOMINASI DAN REMUNERASI TAHUN 2018

Sepanjang tahun 2018, Komite Nominasi dan Remunerasi telah melaksanakan berbagai program kerja sebagai berikut.

1. Mengevaluasi penilaian kinerja sebagai dasar remunerasi;
2. Mengevaluasi remunerasi terhadap anggota Dewan Komisaris, Direksi dan Pejabat Eksekutif sampai dengan satu tingkat di bawah Direksi;
3. Melakukan perubahan struktur organisasi.

KEBIJAKAN SUKSESI DIREKSI

Penyusunan kebijakan suksesi Direksi merupakan bagian dari tugas Komite Nominasi dan Remunerasi agar Bank memiliki suatu sistem nominasi bagi anggota Komisaris dan Direksi. Terkait hal tersebut, Komite Nominasi dan Remunerasi telah menyusun Kebijakan Sistem Nominasi dan Remunerasi yang telah disahkan melalui Surat Keputusan Dewan Komisaris No. 001/SK-KOM/02/16 tanggal 22 Februari 2016 tentang Pedoman Komite Nominasi dan Remunerasi PT Bank Victoria International Tbk. Kebijakan tersebut antara lain mengatur hal-hal berikut:

1. Prinsip Dasar
 - a. Persyaratan calon anggota Dewan Komisaris dan Direksi harus memenuhi persyaratan yang ditentukan dalam Anggaran Dasar Bank Victoria dan peraturan perundang-undangan yang berlaku, termasuk tetapi tidak terbatas pada Undang-Undang Perseroan Terbatas, Undang-Undang Perbankan, dan Undang-undang Pasar Modal.
 - b. Pencalonan dan pengajuan calon Dewan Komisaris dan Direksi diajukan melalui seleksi dengan memperhatikan persyaratan tersebut di atas, dan
 - c. Program orientasi bagi Komisaris baru dilakukan minimal 1 (satu) bulan sebelum pengajuan di RUPS.
2. Persyaratan dan Kriteria
 - a. Yang dapat diangkat menjadi anggota Dewan Komisaris atau Direksi adalah perseorangan yang mampu melaksanakan perbuatan hukum dan tidak pernah dinyatakan pailit atau tidak pernah menjadi anggota Dewan Komisaris atau Direksi yang dinyatakan bersalah menyebabkan suatu pidana yang merugikan

SHORT REPORT ON ACTIVITIES OF NOMINATION AND REMUNERATION COMMITTEE PERFORMED IN 2018

Throughout 2018, the Nomination and Remuneration and Committee have performed various work programs as follows.

1. Evaluating performance appraisal as a basis for remuneration;
2. Evaluating remuneration for members of Boards of Commissioners, Directors and Executive Officers up to one level under the Board of Directors;
3. Making changes in organizational structure.

SUCCESSION POLICY OF DIRECTORS

Development of succession policy of Directors is part of the duties of Nomination and Remuneration Committee so that Bank own a nomination system for members of the Board of Commissioners and Board of Directors. In relation to that, the Nomination and Remuneration Committee has developed Policy of Nomination and Remuneration System which has been ratified through a Decision Letter of the Board of Commissioners No. 001/SK-KOM/02/16 dated 22 February 2016 concerning Guideline for Nomination and Remuneration Committee of PT Bank Victoria International Tbk. The policy among others govern the following matters:

1. Basic Principles
 - a. Requirements for prospective members of the Board of Commissioners and Board of Directors must meet the requirements stipulated in the Articles of Association of Bank Victoria and the applicable laws and regulations, including but not limited to Law on Limited Liability Companies, Law on Banking, and Law on Capital Market.
 - b. Nomination and submission of prospective members of Board of Commissioners and Board of Directors shall be submitted through selection by taking into consideration the abovementioned requirements, and
 - c. Orientation program for Commissioners will only be done at least 1 (one) month before the nomination submitted at GMS.
2. Requirements and Criteria
 - a. The person who can be appointed as member of the Board of Commissioners or Board of Directors is an individual who is able to perform legal acts and has never been declared bankrupt or has never been a member of Board of Commissioners or Board of Directors who is convicted of a criminal act that is

keuangan negara dalam waktu 5 (lima) tahun sebelum pengangkatannya, dengan memperhatikan peraturan perundang-undangan yang berlaku.

- b. Tidak mempunyai hubungan keluarga sedarah sampai derajat ketiga, baik menurut garis lurus maupun garis ke samping, atau hubungan semenda (menantu dan ipar) dengan anggota Dewan Komisaris atau Direksi lain.
 - c. Tidak termasuk dalam daftar orang tercela di bidang perbankan sesuai dengan yang ditetapkan oleh otoritas pengawasan bank.
 - d. Memiliki integritas yang baik, dalam arti:
 - Memiliki akhlak dan moral yang baik.
 - Mematuhi peraturan perundang-undangan yang berlaku.
 - Memiliki komitmen yang tinggi terhadap pengembangan operasional Bank yang sehat.
 - Dinilai layak dan wajar untuk menjadi anggota Dewan Komisaris atau Direksi Bank.
 - e. Penilaian integritas dilakukan dengan mengevaluasi calon, dalam arti tidak pernah melakukan hal-hal tersebut di bawah ini:
 - Rekayasa dan praktek-praktek perbankan yang menyimpang dari ketentuan perbankan.
 - Perbuatan yang dikategorikan tidak memenuhi komitmen yang telah disepakati dengan Bank Indonesia dan/atau Pemerintah.
 - Perbuatan yang dikategorikan memberikan keuntungan kepada pemilik, pengurus, karyawan, dan/atau pihak lainnya yang dapat merugikan atau mengurangi keuntungan Bank.
 - Perbuatan yang dapat dikategorikan sebagai pelanggaran terhadap ketentuan yang berkaitan dengan prinsip kehati-hatian di bidang perbankan.
 - Perbuatan dari pengurus dan Pejabat Eksekutif yang dapat dikategorikan tidak independen,
 - Memenuhi kriteria kompetensi, dalam arti memiliki:
 - f. Pengetahuan di bidang perbankan yang memadai.
 - g. Pengalaman dan keahlian di bidang perbankan dan/atau lembaga keuangan, dan
 - h. Kemampuan untuk melakukan pengelolaan strategis dalam rangka pengembangan bank yang sehat.
3. Sistem dan Prosedur Seleksi
- a. Komite Nominasi mengidentifikasi calon yang memenuhi persyaratan dan kriteria sesuai poin 2 di atas.
 - b. Dewan Komisaris atas saran Komite Nominasi dan Remunerasi menyampaikan kepada Pemegang Saham Bank Victoria.
 - c. Pelaksanaan seleksi dilaksanakan sebelum berakhirnya masa jabatan atau adanya penambahan atau bila ada kekosongan di jajaran Dewan Komisaris atau Direksi.

detrimental to the state finances within 5 (five) years before its appointment, by taking into consideration the applicable laws and regulations.

- b. Does not have blood family relationship up to third degree, both horizontally and vertically, or in-laws relationship with other members of Board of Commissioners or Directors.
 - c. Not included in the list of banned people in banking in accordance with the regulation stipulated by the supervisory authority of banks.
 - d. Has good integrity, in the sense of:
 - Having good character and morals.
 - Adhering to the applicable laws and regulations.
 - Having high commitment to the development of a sound Bank operations.
 - Considered fit and proper to be a member of Board of Commissioners or Directors of the Bank.
 - e. Integrity assessment is conducted by evaluating the prospective member, in term of never committing the following acts:
 - Engineering and conducting banking practices that deviate from banking regulations;
 - Actions categorized as not meeting the commitment agreed with Bank Indonesia and/or the Government;
 - Actions categorized as giving benefits to the owner, management, employees, and/or other parties that might be detrimental to or reduce the benefits of the Bank;
 - Actions that can be categorized as violations to the provisions related to prudential principles in banking sector;
 - Actions from the management and Executive Officers that can be categorized as not independent;
 - Meeting the criteria of competence, in term of having:
 - f. Adequate knowledge in banking;
 - g. Experience and expertise in banking and/or financial institutions; and
 - h. Ability to perform strategic management for a sound Bank development.
3. System and Procedure of Selection
- a. The Nomination Committee shall identify the prospective members who meet requirements and criteria in accordance with point 2 above.
 - b. The Board of Commissioners, on the suggestion of the Nomination and Remuneration Committee shall submit the selected nominee to the Shareholders of Bank Victoria.
 - c. The implementation of selection shall be done before the expiration of the office term or if additional members are required or if there are vacancies in the the Board of Commissioners or Directors.

KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko merupakan organ pendukung Dewan Komisaris yang berfungsi memonitor risiko dan menilai toleransi risiko yang dapat diambil oleh Bank, serta mengevaluasi perbaikan yang dilakukan atas kebijakan, prosedur dan praktek manajemen risiko Bank guna memastikan telah dilakukannya pengelolaan risiko dengan baik, terutama pada pengelolaan risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, dan risiko bank lainnya. Komite Pemantau Risiko dibentuk

RISK MONITORING COMMITTEE

The Risk Monitoring Committee is a supporting organ of the Board of Commissioners that functions to monitor risk and assess risk tolerance that may be undertaken by the Bank, and evaluate the remediation performed on the Bank's risk management policies, procedures and practices to ensure prudent risk management, particularly in the management of credit risk, market risk, solvency risk, operational risk, and other bank risks. The Risk Monitoring Committee was established

berdasarkan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Tata Kelola Bagi Bank Umum dan Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola Bagi Bank Umum.

DASAR PEMBENTUKAN KOMITE PEMANTAU RISIKO

Secara garis besar, landasan peraturan dan perundang-undangan yang menjadi dasar dalam penyusunan Piagam dan Pedoman Kerja Komite Pemantau Risiko ini dapat diuraikan sebagai berikut:

1. Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola bagi Bank Umum.
2. Surat Edaran Otoritas Jasa Keuangan No. 14/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penilaian Kesehatan Bank Umum.
3. Peraturan Otoritas Jasa Keuangan No. 4/POJK.03/2016 tanggal 26 Januari 2016 tentang Penilaian Kesehatan Bank Umum.
4. Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Tata Kelola bagi Bank Umum.
5. Peraturan Otoritas Jasa Keuangan No. 8/POJK.04/2015 tanggal 25 Juni 2015 tentang Situs Web Emiten atau Perusahaan Publik.
6. Undang-Undang No. 21 tahun 2001 tanggal 22 November 2011 tentang Otoritas Jasa Keuangan.
7. Undang-Undang No. 6 tahun 2009 tanggal 13 Januari 2009 tentang Penerapan Peraturan Pemerintah Pengganti Undang-Undang No.2 tahun 2008 tentang Perubahan Kedua atas Undang-Undang No. 23 tahun 1999 tentang Bank Indonesia menjadi Undang-Undang.
8. Undang-Undang No. 40 tahun 2007 tanggal 16 Agustus 2007 tentang Perseroan Terbatas.

PIAGAM KOMITE PEMANTAU RISIKO

Dalam melaksanakan tugas dan tanggung jawabnya Komite Pemantau Risiko telah dilengkapi dengan pedoman kerja yang ditetapkan dalam Piagam dan Pedoman Kerja Komite Pemantau Risiko yang disusun berdasarkan peraturan dan perundang-undangan yang berlaku dan senantiasa ditinjau ulang secara berkala. Piagam dan Pedoman Kerja Komite Pemantau Risiko telah dimutakhirkan dan melalui Keputusan Dewan Komisaris No. 001/SK-KOM/12/17 tanggal 8 Desember 2017 tentang Piagam dan Pedoman Kerja Komite Pemantau Risiko PT Bank Victoria International Tbk.

Piagam Komite Pemantau Risiko tersebut memuat uraian tentang:

1. Pendahuluan;
2. Maksud dan Tujuan;
3. Landasan Peraturan dan Perundang-Undangan;
4. Daftar Istilah;
5. Pengertian dan Tujuan Pembentukan Komite;
6. Komposisi, Struktur dan Masa Tugas;
7. Tugas dan Tanggung Jawab Komite;
8. Sekretariat Komite;
9. Mekanisme Kerja dan Anggaran;
10. Kewenangan Komite;
11. Evaluasi Kinerja Komite;
12. Kode Etik Komite; dan
13. Kaji Ulang dan Persetujuan.

based on the Regulation of the Financial Services Authority No. 55/POJK.03/2016 dated 7 December 2016 on Governance for Commercial Banks and Circular of the Financial Services Authority No. 13/SEOJK.03/2017 dated 17 March 2017 on Implementation of Governance for Commercial Banks.

LEGAL BASIS FOR ESTABLISHMENT OF RISK MONITORING COMMITTEE

In brief, laws and regulations as basis in preparing the Charter and of the Risk Monitoring Committee can be described as follows:

1. Circular of the Financial Services Authority No. 13/SEOJK.03/2017 dated 17 March 2017 on Implementation of Governance for Commercial Banks.
2. Circular of the Financial Services Authority No. 14/SEOJK.03/2017 dated 17 March 2017 on Commercial Bank Health Assessment.
3. Regulation of the Financial Services Authority No. 4/SEOJK.03/2016 dated 17 March 2017 on Implementation of Governance for Commercial Banks.
4. Regulation of the Financial Services Authority No. 55/SEOJK.03/2016 dated 7 December 2016 on Implementation of Governance for Commercial Banks.
5. Regulation of the Financial Services Authority No. 8/POJK.04/2015 on Websites of Stock Issuers or Public Companies.
6. Law No. 21 of 2001 dated 22 November 2011 on the Financial Services Authority.
7. Law No. 6 of 2009 dated 13 January 2009 on Implementation of Government Regulation in lieu of Law No.2 of 2008 on the Second Amendment to Law No. 23 of 1999 on Bank Indonesia to Law.
8. Law No. 40 of 2007 dated 16 August 2007 on Limited Liability Companies.

RISK MONITORING COMMITTEE'S CHARTER

In performing its duties and responsibilities, the Risk Monitoring Committee complies with work guidelines as stipulated in the Charter and Risk Monitoring Committee Work Guideline, which were prepared based on applicable laws and regulations, and are regularly reviewed. The Risk Monitoring Committee's Charter and Work Guideline have been updated through the Decree of the Board of Commissioners No. 001 / SK-KOM / 12/17 dated 8 December 2017 regarding Risk Monitoring Committee's Charter and Work Guideline of PT Bank Victoria International Tbk.

The Risk Monitoring Committee's Charter contains:

1. Introduction
2. Purpose and Objective
3. Legal Basis
4. Glossary
5. Definition and Purpose of Committee Establishment
6. Composition, Structure, Term of Office
7. Committee duties and responsibilities
8. Committee Secretariat;
9. Working Mechanism and Budget
10. Committee Authorities;
11. Committee Performance Evaluation;
12. Code of Conduct; and
13. Review and Approval.

Uraian lebih jelas mengenai isi Piagam Komite Pemantau Risiko Bank Victoria dapat dilihat pada situs *web* Bank bagian Tata Kelola (<http://www.victoriabank.co.id/wp-content/uploads/2018/05/001SKKOM1217.pdf>).

TUGAS DAN TANGGUNG JAWAB KOMITE PEMANTAU RISIKO

Tugas dan tanggung jawab Komite Pemantau Risiko Bank Victoria diuraikan sebagai berikut:

1. Melakukan kaji ulang dan memberikan rekomendasi atas efektivitas pelaksanaan manajemen risiko Bank melalui pertemuan secara berkala maupun cara lainnya untuk membahas *progress* dari tahapan-tahapan tugas dan tanggung jawab yang dilakukan oleh Satuan Kerja Manajemen Risiko.
2. Melakukan kaji ulang atas penilaian risiko oleh Satuan Kerja Manajemen Risiko.
3. Melakukan pengawasan atas kegiatan Satuan Kerja Manajemen Risiko dalam memantau pelaksanaan mitigasi risiko oleh unit-unit kerja terkait.
4. Melakukan pengawasan atas pelaksanaan rekomendasi Komite oleh Satuan Kerja Manajemen Risiko.
5. Melakukan analisis dan evaluasi atas usulan Rencana Kegiatan dan Anggaran Bank serta kaji ulang tahunan atas Rencana Jangka Panjang Bank yang diajukan oleh Direksi, termasuk usulan setoran modal dan rencana investasi di Anak Perusahaan Bank.
6. Melakukan penelaahan atas informasi risiko dan manajemen risiko Bank dalam laporan-laporan yang akan dipublikasikan, melalui proses:
 - a. Diskusi bersama dengan Manajemen.
 - b. Kaji ulang atas *draft* dari laporan yang akan dipublikasikan.
7. Melakukan pembahasan atas risiko-risiko penting pada unit-unit di lingkungan Bank, sesuai kebutuhan, termasuk risiko pada perjanjian dengan pihak ketiga yang dalam lingkup kewenangan pengawasan Dewan Komisaris.
8. Melakukan *self evaluation* dan *self improvement* terhadap efektivitas pelaksanaan tugas Komite dan memutakhirkan secara periodik Pedoman Kerja Komite Pemantau Risiko (*Risk Monitoring Committee Charter*).

WEWENANG KOMITE PEMANTAU RISIKO

Dalam melaksanakan tugas dan tanggung jawabnya, Komite memiliki hak akses yang tidak terbatas kepada Manajemen, Pejabat Eksekutif, seluruh karyawan dan catatan Bank, termasuk laporan hasil audit internal maupun eksternal, laporan hasil *rating* internal maupun eksternal, laporan konsultan ahli, sepanjang bertujuan untuk kepentingan pembahasan dalam Komite.

Sedangkan, wewenang Komite Audit adalah untuk:

1. Menguji kesesuaian antara Kebijakan Manajemen Risiko dengan pelaksanaan kebijakan tersebut.
2. Memantau dan menganalisis pelaksanaan tugas Satuan Kerja Manajemen Risiko.
3. Menyelidiki setiap kegiatan atau fungsi dan aktivitas Bank, sepanjang dalam lingkup bidang Manajemen Risiko sesuai dengan piagam ini.
4. Membuat rekomendasi kepada Dewan Komisaris mengenai tindakan yang tepat yang dihasilkan dari kajian dan penyelidikan tersebut.
5. Meminta pendapat ahli eksternal, guna mendapatkan saran independen untuk kepentingan Bank, dengan syarat anggota Komite harus memohon ijin pada Ketua Komite terlebih dahulu dan/atau Komite memutuskan perlunya ahli eksternal.

Further information regarding the Bank Victoria Risk Monitoring Committee's Charter can be seen on the Bank's website in the Governance section (<http://www.victoriabank.co.id/wp-content/uploads/2018/05/001SKKOM1217.pdf>).

DUTIES AND RESPONSIBILITIES OF THE RISK MONITORING COMMITTEE

The duties and responsibilities of the Bank Victoria Risk Monitoring Committee are as follows:

1. Review and provide recommendations on the effectiveness of the Bank's risk management implementation through regular meetings or other methods to discuss the progress of tasks and responsibilities carried out by the Risk Management Work Unit.
2. Review the risk assessment performed by the Risk Management Work Unit.
3. Oversee activities of the Risk Management Work Unit in monitoring the implementation of risk mitigation by related work units.
4. Oversee the implementation of the Committee's recommendations by the Risk Management Work Unit.
5. Perform analysis and evaluation of Bank Activity and Budget Plan proposal, as well as annual review of the Bank's Long Term Plan submitted by the Board of Directors, including proposed paid-in capital and investment plans in the Bank's Subsidiaries.
6. Review risk information and Bank risk management in reports to be published, through:
 - a. Discussions with Management
 - b. Review draft of report to be published.
7. Discuss important risks in units within the Bank's circle, as required, including risks on agreements with third parties, within the scope of the Board of Commissioners' supervisory capacity.
8. Perform self evaluation and self improvement on the effectiveness of its duties, and periodically update the Risk Monitoring Committee's Charter.

RISK MONITORING COMMITTEE AUTHORITY

In carrying out its duties and responsibilities, the Committee has unlimited access rights to Management, Executive Officers, all employees and Bank records, including internal and external audit reports, internal and external rating reports, expert consultant reports, insofar as they are intended for discussion within the Committee.

Whereas, the Audit Committee has the authority to:

1. Assess the compatibility between Risk Management Policy and implementation of the policy.
2. Monitor and analyze tasks implementation of the Risk Management Work Unit.
3. Investigate each and every action or function and activity of the Bank, as long as it is within the scope of Risk Management in accordance with this Charter.
4. Provide recommendations to the Board of Commissioners regarding appropriate actions resulting from the aforementioned review and investigation.
5. Seek the opinion of external experts, to obtain independent advice for the benefit of the Bank, provided that the Committee member must request prior approval from the Chairman of the Committee and / or the Committee regarding the need for an external expert.

MASA TUGAS KOMITE PEMANTAU RISIKO

Masa tugas anggota Dewan Komisaris yang merangkap sebagai anggota Komite Pemantau Risiko, sama dengan masa kerja penunjukannya sebagai anggota Dewan Komisaris yang ditentukan oleh RUPS. Masa tugas Komite Pemantau Risiko yang bukan merupakan anggota Dewan Komisaris tidak lebih lama dari masa jabatan Dewan Komisaris dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikan.

STRUKTUR, KEANGGOTAAN DAN KEAHLIAN KOMITE PEMANTAU RISIKO

Komposisi Komite Pemantau Risiko Bank Victoria paling sedikit terdiri dari:

1. Seorang Komisaris Independen yang menjabat sebagai Ketua Komite;
2. Seorang dari pihak independen yang memiliki keahlian di bidang keuangan atau akuntansi; dan
3. Seorang dari pihak independen yang memiliki keahlian di bidang hukum atau perbankan.

Periode 1 Januari – 9 Maret 2018

Struktur dan keanggotaan Komite Pemantau Risiko periode 1 Januari – 9 Maret 2018 yang diangkat berdasarkan Surat Keputusan Direksi No. 005/SK-DIR/07/15 tanggal 8 Juli 2015 adalah sebagai berikut.

THE TIME OF THE RISK MONITORING COMMITTEE

The term of office of members of the Board of Commissioners who also serves as a member of the Risk Monitoring Committee is the same as the term of office of his appointment as a member of the Board of Commissioners determined by the GMS. The term of duty of the Risk Monitoring Committee that is not a member of the Board of Commissioners is no longer than the term of office of the Board of Commissioners by not reducing the right of the Board of Commissioners to dismiss.

STRUCTURE, MEMBERSHIP, AND EXPERTISE OF RISK MONITORING COMMITTEE

The Composition of Risk Monitoring Committee of Bank Victoria consists of at least:

1. An Independent Commissioner serving as Chairman of the Committee;
2. A person from an independent party who has expertise in finance or accounting; and
3. A person from an independent party who has expertise in law or banking.

1 January – 9 March 2018

Structure and membership of the Risk Monitoring Committee for the period of January 1 - March 9, 2018 that appointed based on the Board of Directors Decree No. 005/SK-DIR/07/15 July 8, 2015 are as follows.

Tabel Struktur, Keanggotaan dan Keahlian Komite Pemantau Risiko

Table of Structure, Membership, and Expertise of the Risk Monitoring Committee

Nama Name	Jabatan Position	Keterangan Description	Keahlian Expertise
Zaenal Abidin, PhD	Ketua Chairman	Komisaris Independen Independent Commissioner	Perbankan, Manajemen Risiko dan <i>Good Corporate Governance</i> Banking, Risk Management, and Good Corporate Governance
Oliver Simorangkir	Anggota Member	Komisaris Utama President Commissioner	Perbankan dan Audit Banking and Audit
Retno Dwijanti Widaningsih	Anggota Member	Pihak Independen Independent Party	Perbankan dan Audit Banking and Audit
Toni Setiadi	Anggota Member	Pihak Independen Independent Party	Manajemen Risiko dan Perbankan. Risk Management and Banking

Periode 9 Maret 2018 - Sekarang

Struktur dan keanggotaan Komite Pemantau Risiko periode 9 Maret 2018 - sekarang yang diangkat berdasarkan Surat Keputusan Direksi No. 002/SK-DIR/03/18 tanggal 9 Maret 2018 adalah sebagai berikut.

9 March 2018 - Present

The structure and membership of the Risk Oversight Committee for 9 March 2018 - present that appointed based on the Board of Directors Decree No. 002/SK-DIR/03/18 dated March 9, 2018 are as follows.

Nama Name	Jabatan Position	Keterangan Description	Keahlian Expertise
Zaenal Abidin, PhD	Ketua Chairman	Komisaris Independen Independent Commissioner	Perbankan, Manajemen Risiko dan <i>Good Corporate Governance</i> Banking, Risk Management, and Good Corporate Governance
Oliver Simorangkir	Anggota Member	Komisaris Utama President Commissioner	Perbankan dan Audit Banking and Audit
Retno Dwijanti Widaningsih	Anggota Member	Pihak Independen Independent Party	Perbankan dan Audit Banking and Audit
Toni Setiadi	Anggota Member	Pihak Independen Independent Party	Manajemen Risiko dan Perbankan. Risk Management and Banking

PROFIL KOMITE PEMANTAU RISIKO

RISK MONITORING COMMITTEE PROFILE

Zaenal Abidin, PhD Ketua Komite Pemantau Risiko Chairman of Risk Monitoring Committee	Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. His profile can be found in the Profile section of the Board of Commissioners in this Annual Report.
Oliver Simorangkir Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee	Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. His profile can be found in the Profile section of the Board of Commissioners in this Annual Report.
Retno Dwijanti Widaningsih Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee	Profil beliau dapat dilihat pada bagian Profil Komite Audit dalam Laporan Tahunan ini. His profile can be found in the Profile section of Audit Committee in this Annual Report.
Teguh Sukaryanto Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee	Profil beliau dapat dilihat pada bagian Profil Komite Audit dalam Laporan Tahunan ini. His profile can be found in the Profile section of Audit Committee in this Annual Report.

KUALIFIKASI PENDIDIKAN DAN PENGALAMAN KERJA KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko Bank Victoria telah memenuhi kriteria dalam pendidikan dan juga memiliki pengalaman yang mendukung pelaksanaan kinerjanya. Kualifikasi Pendidikan dan pengalaman kerja Komite Pemantau Risiko. Kualifikasi pendidikan dan pengalaman kerja Ketua dan Anggota Komite Pemantau Risiko adalah sebagai berikut:

RISK MONITORING COMMITTEE'S INDEPENDENCE

The Risk Monitoring Committee of Bank Victoria has met the educational criteria also has experience to support the execution of its duties. Educational qualifications and work experience of the Risk Monitoring Committee. The qualifications of education and work experience of Chairman and Members of the Risk Monitoring Committee are as follows:

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Zaenal Abidin, PhD	Ketua Chairman	- Sarjana Ekonomi dari Universitas Islam Indonesia, Yogyakarta (1987). - Master Manajemen dari ASIAN Institute of Management (AIM), Filipina (1997). - <i>Doctor of Philosophy</i> dari Santo Tomas University, Filipina (2006). - Bachelor of Economics from Universitas Islam Indonesia, Yogyakarta (1987). - Master of Management from the ASIAN Institute of Management (AIM), the Philippines (1997). - Doctor of Philosophy from Santo Tomas University, the Philippines (2006).	- <i>Pro Manager Treasury</i> dan Analisa di Bidang Dana Perbankan (1989-1992). - Dosen di Perbanas Institute (1993-2015) - Dosen di STIE IBS (2013-sekarang). - Kepala Riset dan Pengabdian pada Masyarakat di Perbanas Institute. - Koordinator Staf Khusus Bidang Riset Asosiasi Perbanas (2011-2012). - Peneliti Senior GCG pada Indonesia Institute Corporate Governance (2008-sekarang). - Komisaris/Komisaris Independen di PT Bank Victoria International Tbk (2012-sekarang) - Treasury and Analysis Pro Manager in the Banking Fund Sector (1989-1992). - Lecturer at Perbanas Institute (1993-2015) - Lecturer at STIE IBS (2013-present). - Head of Research and Community Service at Perbanas Institute. - Perbanas Association Research Staff Special Coordinator (2011-2012). - Senior GCG Researcher at the Indonesia Institute of Corporate Governance (2008-present). - Commissioner/Independent Commissioner at PT Bank Victoria International Tbk (2012-present)
Oliver Simorangkir	Anggota Member	- Sarjana Ekonomi Akuntansi dari Universitas Indonesia (1980). - Bachelor of Economics Majoring in Accounting from the University of Indonesia (1980).	- <i>Officer Development Program</i> di PT Bank Niaga Tbk (1980-1981). - <i>Sub Manager Staff Internal Audit</i> di PT Bank Niaga Tbk (1981-1983). - <i>Assistant Manager-Department Head of Credit Administration</i> Cabang Utama Jakarta di PT Bank Niaga Tbk (1983-1985). - Kepala Divisi Operasional Cabang Utama Jakarta di PT Bank Niaga Tbk (1985-1987). - <i>Senior Manager-Wakil Pimpinan Cabang</i> Thamrin di PT Bank Niaga Tbk (1987-1988).

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
			- Assistant Vice President-Manager in Charge Sentralisasi Operasional Wilayah Jakarta di PT Bank Niaga Tbk (1988-1989). - Vice President Operasional-Manager in Charge Wilayah Jakarta di PT Bank Niaga Tbk (1990-1994). - Group Head Operation System and Procedure Head Office di PT Bank Niaga Tbk (1994-1998). - Group Head Corporate Planning and Accounting Control Head Office di PT Bank Niaga Tbk (1998-2000). - Senior Vice President – General Manager Internal Audit di PT Bank Permata Tbk (2001-2003). - Direktur Kepatuhan dan Manajemen Risiko di PT Bank Victoria International Tbk (2005-2008). - Direktur Operasi dan Sistem di PT Bank Victoria International Tbk (2008-2015). - Komisaris Utama PT Bank Victoria International Tbk (2015-sekarang) - Officer Development Program at PT Bank Niaga Tbk (1980-1981). - Sub-Manager's Staff of Internal Audit at PT Bank Niaga Tbk (1981-1983). - Assistant Manager - Department Head of Credit Administration at PT Bank Niaga Tbk Jakarta Main Branch (1983-1985). - Head of Jakarta Main Branch Operational Division at PT Bank Niaga Tbk (1985-1987). - Senior Manager - Deputy Head of Thamrin Branch at PT Bank Niaga Tbk (1987-1988). - Assistant Vice President-Manager in Charge of Jakarta Area Operations Centralization at PT Bank Niaga Tbk (1988-1989). - Vice President of Operations-Manager in Charge of the Jakarta Region at PT Bank Niaga Tbk (1990-1994). - Group Head Operation System and Procedure Head Office at PT Bank Niaga Tbk (1994-1998). - Group Head of Corporate Planning and Accounting Control Head Office at PT Bank Niaga Tbk (1998-2000). - Senior Vice President - General Manager of Internal Audit at PT Bank Permata Tbk (2001-2003). - Director of Compliance and Risk Management at PT Bank Victoria International Tbk (2005-2008). - Director of Operations and Systems at PT Bank Victoria International Tbk (2008-2015). - President Commissioner at PT Bank Victoria International Tbk (2015-present).
Retno Dwijanti Widaningsih	Anggota Member	Sarjana Keuangan dan Perbankan dari Institut Bankir Indonesia (1998). Bachelor of Finance and Banking from the Indonesian Bankers Institute (1998).	- Head of Group Audit di Deutsche Bank AG (2001-2006). - Anggota Komite Audit di PT Bank Victoria International Tbk. (2013-sekarang). - Anggota tetap Komite Tatat Kelola Terintegrasi PT Bank Victoria International Tbk. (2015-sekarang). - Head of Group Audit at Deutsche Bank AG (2001-2006). - Member of the Audit Committee at PT Bank Victoria International Tbk. (2013-present) - Permanent Member of PT Bank Victoria International Tbk Integrated Management Committee. 2015-present
Tonny Setiadi*	Anggota Anggota	- Sarjana Ekonomi jurusan Keuangan dari STIESIA, Surabaya tahun 1985. - Master Ekonomi jurusan Keuangan dan Perbankan dari STEKPI, Jakarta - Sarjana Ekonomi jurusan Keuangan dari STIESIA, Surabaya tahun 1985. - Master Ekonomi jurusan Keuangan dan Perbankan dari STEKPI, Jakarta	- Penguji Sertifikasi Profesi Perbankan pada LSPP Bidang Manajemen Risiko pada tingkat 4 dan 5 untuk Pejabat Eksekutif, serta pada tingkat 1 dan 2 untuk Komisaris; - Direktur Kepatuhan PT Bank Yudha Bhakti. - Penguji Sertifikasi Profesi Perbankan pada LSPP Bidang Manajemen Risiko pada tingkat 4 dan 5 untuk Pejabat Eksekutif, serta pada tingkat 1 dan 2 untuk Komisaris; - Direktur Kepatuhan PT Bank Yudha Bhakti.
Teguh Sukaryanto**	Anggota Member	Sarjana Ekonomi dari Universitas Lampung (1987). Bachelor of Economics from Universitas Lampung (1987).	- Kepala Divisi Kepatuhan PT Bank Victoria International Tbk. (2011-2012). - Kepala Divisi Sistem dan Prosedur (2012-2015). - Kepala Divisi Audit Internal/Integrated and Anti Fraud (2015-2017). - Head of Compliance Division PT Bank Victoria International Tbk. (2011-2012). - Head of System and Procedures Division (2012-2015). - Head of Internal audit/Integrated and Anti-Fraud Division (2015-2017).

*Berhenti menjabat sejak tanggal 9 Maret 2018. / Quit since March 9, 2018.

**Mulai menjabat sejak tanggal 9 Maret 2018. / Starting office since March 9, 2018.

INDEPENDENSI KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko Bank Victoria menjalankan tugas dan tanggung jawabnya secara profesional dan independen, tanpa intervensi dari organ tata kelola Bank lainnya. Pelaksanaan tugas tersebut dilakukan sesuai dengan strategi, target, visi dan misi Bank, semata-mata hanya untuk kepentingan Bank. Seluruh anggota Komite Pemantau Risiko tidak memiliki kaitan dengan Dewan Komisaris, Direksi, serta Pemegang Saham Utama dan Pengendali yang dapat menimbulkan dampak negatif ataupun benturan kepentingan (*conflict of interest*). Aspek independensi Komite Pemantau Risiko dijelaskan sebagai berikut.

Tabel Independensi Komite Pemantau Risiko
Risk Monitoring Committee's Independence

Aspek Independensi Independence Aspect	Zaenal Abidin, PhD	Oliver Simorangkir	Retno Dwijanti Widaningsih	Toni Setiadi	Teguh Sukaryanto
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Does not have any financial relationship with the Board of Commissioners and the Board of Directors;	√	√	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi Does not have any management relationship in the company, subsidiary, or affiliate companies.	√	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di perusahaan Does not have any share ownership relationship in the company.	√	√	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Pemantau Risiko Does not have any family relationship with the Board of Commissioners, Board of Directors and/or other members of the Risk Monitoring Committee	√	√	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah Does not hold any position as management of a political party, public and government position	√	√	√	√	√

RAPAT KOMITE PEMANTAU RISIKO

Rapat Komite Pemantau Risiko sebagaimana diatur dalam Piagam Komite Pemantau Risiko diselenggarakan sesuai dengan kebutuhan dengan dipimpin langsung oleh Ketua Komite Pemantau Risiko. Dalam pengambilan keputusan rapat, Komite Pemantau Risiko selalu mengedepankan musyawarah

RISK MONITORING COMMITTEE'S INDEPENDENCE

The Risk Monitoring Committee of Bank Victoria has executed its duties and responsibilities professionally and independently, without intervention from other Bank governance body. The execution of duties has been conducted in line with the Bank's strategies, targets, vision and mission, solely for the Bank's interest. All members of the Risk Monitoring Committee have no relation with the Board of Commissioners, Board of Directors, also Main and Controlling Shareholders that may cause negative impacts or conflict of interest. The independence aspect of the Risk Monitoring Committee is explained as follows.

MEETING OF RISK MONITORING COMMITTEE

The Meetings of the Risk Monitoring Committees as regulated in the Risk Monitoring Committee Charter are held based on the needs and directly chaired by the Chairman of Risk Monitoring Committee. In making decision at the meeting, the Risk Monitoring Committee always prioritizes deliberations for consensus. The meeting result is written in minutes of meetings and well-documented.

mufakat. Hasil dari rapat dituangkan dalam risalah rapat dan didokumentasikan dengan baik.

Agenda Rapat Komite Pemantau Risiko

Sepanjang tahun 2018, tanggal pelaksanaan, Agenda rapat dan Peserta rapat Komite Pemantau Risiko, sebagai berikut:

Tabel Agenda Rapat Komite Pemantau Risiko
Risk Monitoring Committee Meeting Agenda Table

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
1	14 Maret 2018 14 March 2018	Membahas profil Risiko bulan Januari 2018 dengan format baru dan risk registered, serta perkembangan pemeriksaan 2018. Discuss the January 2018 Risk profile by utilizing the new format and risks registered, as well as the development of the 2018 audit.	1. Zaenal Abidin, PhD 2. Oliver Simorangkir 3. RD Widaningsih 4. Teguh Sukaryanto
2	28 Maret 2018 28 March 2018	Penjelasan SKMR terkait hasil pertemuan dengan OJK tanggal 20 Maret 2018. Risk Management Work Unit elucidation relevant to meeting results with the Financial Services Authority on 20 March 2018.	1. Zaenal Abidin, PhD 2. RD Widaningsih 3. Teguh Sukaryanto
3	30 Mei 2018 30 May 2018	Membahas: 1. Temuan OJK pemeriksaan posisi Januari 2018. 2. Membahasa Risk Based Bank Rating (RBBR) posisi April 2018. Discussion: 1. FSA audit findings position January 2018 2. Discuss April 2018 Risk Based Bank Rating (RBBR) position.	1. Zaenal Abidin, PhD 2. Oliver Simorangkir 3. RD Widaningsih 4. Teguh Sukaryanto
4	12 September 2018 12 September 2018	Membahas: 1. Profil Risiko posisi Juli 2018. 2. Pemaparan perihal <i>Victoria Integrated Sistem</i> (VISI) untuk mengakomodasi laporan risiko dan KPMM Terintegrasi. Discussion: 1. Risk profile position July 2018. 2. Presentation of <i>Victoria Integrated System</i> (VISI) to accommodates risks report and Integrated KPMM.	1. Zaenal Abidin, PhD 2. Oliver Simorangkir 3. RD Widaningsih 4. Teguh Sukaryanto
5	17 Oktober 2018 17 October 2018	Membahas parameter dan metode perhitungan audit <i>rating Risk Based Audit</i> . Discuss parameters and Risk Based Audit Rating calculation method.	1. Zaenal Abidin, PhD 2. RD Widaningsih 3. Teguh Sukaryanto
6	28 November 2018 28 November 2018	Membahas <i>Risk Based Bank Rating</i> (RBBR) posisi Oktober 2018. Discuss October 2018 Risk Based Bank Rating (RBBR) position.	1. Zaenal Abidin, PhD 2. Oliver Simorangkir 3. RD Widaningsih 4. Teguh Sukaryanto

Meeting Frequency And Attendance

Frekuensi dan Tingkat Kehadiran Rapat Komite Pemantau Risiko

Selama tahun 2018, Komite Pemantau Risiko telah melaksanakan rapat sebanyak 6 (enam) kali. Adapun tingkat kehadiran Komite Pemantau Risiko adalah sebagai berikut.

During 2018, the Risk Monitoring Committee held 6 (six) meetings. The attendance level of the Risk Monitoring Committee is as follows

Tabel Tingkat Kehadiran Rapat Komite Pemantau Risiko
Risk Monitoring Committee Meeting Attendance Rate Table

Nama Name	Jabatan Position	Total Total	Jumlah Rapat Number of Meetings	Persentase Percentage
Zaenal Abidin, PhD	Ketua Chairman	6	6	100%
Oliver Simorangkir	Anggota Member	6	4	66,67%
Retno Dwijanti Widaningsih	Anggota Member	6	6	100%
Teguh Sukaryanto	Anggota Member	6	6	100%

BRIEF REPORT ON 2018 RISK MONITORING COMMITTEE ACTIVITIES

Throughout 2018, the Risk Monitoring Committee performed activities review and risk profile assessment by means of discussions and meetings with relevant work units, as follows:

LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE PEMANTAU RISIKO TAHUN 2018

Sepanjang tahun 2018 Komite Pemantau Risiko telah melakukan aktivitas rewiu dan penelaahan profil risiko melalui diskusi dan rapat bersama unit kerja yang terkait sebagai berikut:

1. Pada bulan Maret 2018 melakukan pembahasan dan memberikan rekomendasi atas Profil Risiko posisi Januari 2018 yaitu agar SKMR menampilkan Risiko Industri yang signifikan berisiko tinggi dan menampilkan data NPL Industri Nasional. Juga agar dibuatkan standar frekwensi dan dampak oleh Bank sebagai pedoman yang dapat digunakan oleh *risk owner* pada *Risk Registered*. Selain itu, membahas juga *Risk Based Bank Rating* (RBBR), Profil risiko Industri dan *Risk Registered*.
2. Pada bulan Maret 2018 juga terdapat pembahasan terkait pertemuan dengan OJK tanggal 20 Maret 2018, yang hasilnya antara lain dilakukan koreksi nilai profil risiko Bank menjadi 3 (tiga), disebabkan oleh lemahnya Pengendalian Internal (KPMR nya). Dilakukan koreksi terhadap nilai risiko kredit, operasional dan stratejik menjadi 3 (tiga). Sehingga Komite merekomendasikan agar Direksi dan *Risk Taking Unit* (RTU) dapat lebih *aware* dan memperbaiki profil risiko yang dikoreksi tersebut.
3. Pada bulan Mei 2018 melakukan pembahasan temuan OJK atas pemeriksaan posisi Januari 2018 dan profil risiko posisi April 2018.

Temuan OJK dalam perkreditan antara lain kelemahan dalam analisa dan proses restrukturisasi, tingginya NPL pada sektor *Multi Finance* dan *Property*, terdapat kredit telah bermasalah dalam waktu singkat, penyelesaian kredit bermasalah dengan cara *plafondering*, terdapat AYDA yang ditebus oleh grup debitur dengan menggunakan fasilitas kredit bank. Dalam hal operasional belum diaturnya beberapa kebijakan terkait admin kredit, HCM/ GA dan Treasury, terdapatnya ketergantungan pada dana mahal, beberapa pejabat eksekutif yang belum sertifikasi manajemen risiko, serta *project* PSAK 50/55 yang terlambat implementasinya. Sedangkan profil risiko per April 2018 dinilai 3 (tiga) - *moderate*.

Komite merekomendasikan agar temuan OJK dapat menjadi perhatian dan ditindaklanjuti sesuai *schedule* komitmen. Dalam hal profil risiko diminta agar SKMR dapat lebih dalam menganalisis risiko, lebih tegas dalam menetapkan *forward looking*, lebih detail dalam rekomendasi mitigasi sehingga dapat digunakan oleh RTU.

4. Pada bulan September 2018, selain mendiskusikan *stress test* kenaikan nilai tukar dollar dan profil risiko posisi Juli 2018 yang nilai nya tetap 3 (tiga) - *moderate*, juga membahas Victoria Integrated Sistem (VISI) yakni sistem yang mengakomodasi laporan profil risiko dan KPMR Terintegrasi. Rekomendasi terkait *stress test* agar dilakukan lebih dalam dan luas, serta menjabarkan mitigasi yang harus dilakukan. Sedangkan dalam hal VISI diminta agar dokumentasi dilakukan lebih tertib dan untuk pengembangannya dilakukan koordinasi dengan *Associate Director* bidang TSI.
5. Pada bulan Oktober 2018 melakukan diskusi perihal metode perhitungan *audit rating risk based* dengan SKAI. Metode ini dinilai cukup bagus dan agar terdapat pemahaman yang sama, diminta untuk di transformasikan dengan baik kepada seluruh tim SKAI, juga disosialisasikan ke *Auditee* (Unit Kerja dan Cabang) sehingga memiliki *awareness* terhadap hasil penilaian.
6. Pada bulan Nopember 2018 mendiskusikan TKS RBBR dan risk profil posisi Oktober 2018, *risk profile* tetap dinilai 3 -

1. In March 2018, held a discussion and submitted a recommendation on the January 2018 Risk Profile position that the Risk Management Work Unit (SKMR) should display significantly high Industry Risk and data of National Industry's NPL. Also the Bank should prepare a standard frequency and effect as a guideline that may be used by risk owner in Risk Register. In addition, it discussed Risk-based Bank Rating (RBBR), Industry Risk Profile, and Risk Register.
2. In March 2018, held a discussion also in relation to results of a meeting with the Financial Services Authority on 20 March 2018, whose results, among others, corrected the Bank's risk profile to 3 (three), due to lack of Internal Control (by KPMR). Correction of credit risk value, operational and strategic risk into 3 (three). Therefore, the Committee recommended that Board of Directors and Risk Taking Units (RTU) be more aware and improve the aforesaid corrected risk profile.
3. In May 2018, held a discussion on FSA's findings of the January 2018 position and risk profile April 2018 position.

The OJK findings in credit, inter alia, include weaknesses in the analysis and restructuring processes, high NPLs in the Multi Finance and Property sector, problematic loans within a short period of time, settlement of non-performing loans by capitalization of unpaid interest (*plafondering*), there are AYDA (foreclosed collateral) settled by debtor groups using bank credit facilities. In terms of operations, a number of policies in relation to credit administration have not yet been regulated, HCM / GA and Treasury, dependency on expensive funds, a number of executive officers that do not yet have risk management certification, and PSAK 50/55 projects that are late in implementation. Whereas the risk profile per April 2018 is rated 3 (three) - moderate.

The Committee recommends that FSA findings be taken into consideration and followed up according to the commitment schedule. In terms of risk profile, it is requested that SKMR be more in-depth in analyzing risk, more assertive in determining forward looking, more detailed in mitigation recommendations for use by RTU.

4. In September 2018, in addition to discussing the dollar exchange rate increase stress test and July 2018 risk profile position which remained at 3 (three) - moderate, also discussed Victoria Integrated System (VISI), a system that accommodates risk profile reports and Integrated KPMR. Recommendations regarding stress tests are suggested to be done deeper and broader, and elucidate mitigation measures to take. In the case of VISI, it was suggested that documentation be carried out in a more orderly manner, and its development to be coordinated with the TSI Associate Director.
5. In October 2018, held a discussion on audit rating risk based calculation method with SKAI. This method is considered quite good, and in order to gain common understanding, it is asked to be communicated well to all SKAI teams, and disseminated to the Auditee (Work Units and Branches), hence they have appropriate awareness regarding the assessment results.
6. In November 2018, discussed the TKS of Risk-based Bank Rating (RBBR) and risk position profile in October 2018, where it is still rated 3 - moderate, but the RBBR TKS is 2 (two) or healthy. Risk Management Work Unit (SKMR) performs an annual risk appetite evaluation of work unit, where it is also

moderate, namun TKS RBBR nilainya 2 (dua) atau sehat. Hal yang dilakukan oleh SKMR yakni evaluasi *risk appetite* tahunan terhadap unit kerja, juga terinformasi jumlah debitur kol 2 (dua) yang cukup tinggi hampir mencapai 10% (sepuluh persen) dan baru berjalannya forum *Credit Monitoring Group* yang rencananya setiap bulan akan membahas kondisi perkreditan Bank dalam rangka memperbaiki pengelolaan perkreditan. Arahan Komite agar presentasi SKMR dapat lebih informatif dan jelas, serta pada KPMR nya lebih dipertegas dalam saran mitigasinya; sedangkan untuk pengelolaan debitur kol 2 (dua), perlu diperdalam dan dievaluasi strategi unit bisnis dalam hal tindakan preventif dan kuratifnya.

KOMITE TATA KELOLA TERINTEGRASI

Sebagai lembaga jasa keuangan yang memiliki hubungan kepemilikan dan/atau pengendalian dalam konglomerasi jasa keuangan, Bank wajib menerapkan tata kelola secara terintegrasi untuk meningkatkan kompleksitas transaksi dan interaksi antar lembaga jasa keuangan dalam konglomerasi keuangan. Penerapan tata kelola terintegrasi ini dilakukan sesuai Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2014 dan Surat Edaran Otoritas Jasa Keuangan No. 15/SEOJK.03/2015 tentang Penerapan Tata Kelola Terintegrasi Bagi Konglomerasi Keuangan, serta Peraturan Otoritas Jasa Keuangan No. 17/POJK.03/2014 tanggal 18 November 2014 dan Surat Edaran Otoritas Jasa Keuangan No. 14/SEOJK.03/2014 tanggal 25 Mei 2015 tentang Penerapan Manajemen Risiko Terintegrasi Bagi Konglomerasi Keuangan.

Sebagai bentuk kepatuhan terhadap peraturan tersebut, Bank Victoria membentuk Komite Tata Kelola Terintegrasi sebagai organ pengawasan di tingkat Dewan Komisaris yang berperan dalam memberikan rekomendasi atau nasihat kepada Dewan Komisaris terkait pelaksanaan kebijakan yang dimaksud.

DASAR PEMBENTUKAN KOMITE TATA KELOLA TERINTEGRASI

Komite Tata Kelola Terintegrasi Bank dibentuk dan telah melaksanakan tugasnya sesuai dengan peraturan, yaitu sebagai berikut:

1. Surat Edaran Otoritas Jasa Keuangan No. 14/SEOJK.03/2015 tanggal 25 Mei 2015 tentang Penerapan Manajemen Risiko Terintegrasi bagi Konglomerasi Keuangan.
2. Surat Edaran Otoritas Jasa Keuangan No. 15/SEOJK.03/2015 tanggal 25 Mei 2015 tentang Penerapan Tata Kelola Terintegrasi bagi Konglomerasi Keuangan.
3. Surat Direksi No. 052/DIR-EKS/03/15 tanggal 26 Maret 2015 tentang Laporan LJK Entitas Utama dan LJK yang menjadi Anggota Konglomerasi Keuangan.
4. Surat Keputusan Komisaris No. 002/SK-KOM/04/05/15 tanggal 29 Mei 2015 tentang Penerapan Direksi dan Dewan Komisaris Entitas Utama dalam Rangka Tata Kelola Terintegrasi Group Konglomerasi Keuangan PT Bank Victoria International Tbk.
5. Peraturan Otoritas Jasa Keuangan No.17/POJK.03/2014 tanggal 18 November 2014 tentang Penerapan Manajemen Risiko Terintegrasi bagi Konglomerasi Keuangan.
6. Peraturan Otoritas Jasa Keuangan No.18/POJK.03/2014

informed is that the number of debtors under kol 2 category (in special attention) is relatively high, reaching almost 10% (ten percent), and in addition, the Credit Monitoring Group forum has only begun to operate; whereby it is planned that a monthly discussion will be held to evaluate the credit conditions of the Bank in order to improve credit management. The Committee has suggested that the SKMR presentation be more informative and clear, and the KPMR more emphasized in its mitigation advice; while management of debtors under kol 2 category, business unit strategy needs to be reevaluated in terms of preventive and curative actions.

INTEGRATED GOVERNANCE COMMITTEE

As a financial service institution that has ownership and / or control relations in financial services conglomeration, Banks are required to implement governance in an integrated manner in order to increase the complexity of transactions and interactions among financial service institutions in financial conglomeration. The implementation of integrated governance is performed in accordance with the Financial Services Authority Regulation No. 18/POJK.03/2014 and Circular of the Financial Services Authority No. 15/SEOJK.03/2015 on the Implementation of Integrated Governance for Financial Services Conglomeration, and the Financial Services Authority Regulation No. 17/POJK.03/2014 dated 18 November 2014 and Circular of the Financial Services Authority No. 14/SEOJK.03/2014 dated 25 May 2015 on Implementation of Integrated Risk Management for Financial Services Conglomeration. As a form of compliance with these regulations, Bank Victoria has established the Integrated Governance Committee as an oversight organ at the Board of Commissioners level, whose role is to provide recommendations or advice to the Board of Commissioners regarding the implementation of the referred policy.

LEGAL BASIS FOR THE ESTABLISHMENT OF THE INTEGRATED GOVERNANCE COMMITTEE

The Integrated Governance Committee has been established and performs in accordance with prevailing regulations, as follows:

1. Circular of the Financial Services Authority No. 14/SEOJK.03/2015 dated 25 May 2015 on Implementation of Integrated Risk Management for Financial Services Conglomeration.
2. Circular of the Financial Services Authority No. 15/SEOJK.03/2015 dated 25 May 2015 on Implementation of Integrated Governance for Financial Services Conglomeration.
3. Board of Directors Letter No. 052/DIR-EKS/03/15 dated 26 March 2015 on Report of Financial Services Institution Primary Entity and Financial Services Institution as member of a Financial Services Conglomeration.
4. Decree of the Board of Commissioners No. 002/SK-KOM/04/05/15 dated 29 May 2015 on Implementation of Board of Directors and Board of Commissioners of Primary Entity in the context of PT Bank Victoria International Tbk. Financial Services Conglomeration Integrated Governance.
5. Regulation of the Financial Services Authority No. 17/SEOJK.03/2014 dated 18 November 2014 on Implementation of Integrated Risk Management for Financial Services Conglomeration.
6. Regulation of the Financial Services Authority No. 18/SEOJK.03/2014 dated 18 November 2014 on Implementation of Integrated Risk Management for Financial Services Conglomeration.

tanggal 18 November 2014 tentang Penerapan Tata Kelola Terintegrasi bagi Konglomerasi Keuangan.

PIAGAM KOMITE TATA KELOLA TERINTEGRASI

Dalam menjalankan perannya, Komite Tata Kelola Terintegrasi berpedoman pada Piagam Komite Tata Kelola Terintegrasi yang telah disusun sesuai peraturan dan perundang-undangan yang berlaku. Piagam Komite Tata Kelola Terintegrasi telah disahkan berdasarkan Keputusan Direksi No. 003/SK-DIR/10/15 tanggal 27 Oktober 2015 tentang Pedoman dan Tata Tertib Kerja Komite Tata Kelola Terintegrasi Grup Victoria yang telah dirubah berdasarkan Keputusan Direksi No. 006/SK-DIR/06/17 tanggal 20 Juni 2017 tentang Pedoman dan Tata Tertib Kerja *Integrated Governance Committee*.

Piagam Komite Tata Kelola Terintegrasi tersebut memuat uraian tentang:

1. Kata Pengantar;
2. Pendahuluan;
3. Daftar Istilah;
4. Dasar Hukum;
5. Prinsip Dasar Tata Kelola Terintegrasi;
6. Kerangka Tata Kelola Terintegrasi Bagi Entitas Utama;
7. Kerangka Tata Kelola Perusahaan Bagi Anggota Konglomerasi Keuangan;
8. Penilaian Tata Kelola Terintegrasi;
9. Pelaporan Pelaksanaan Tata Kelola Terintegrasi; dan
10. Penutup.

Uraian lebih jelas mengenai isi Piagam Komite Tata Kelola Terintegrasi Bank Victoria dapat dilihat pada situs *web* Bank bagian Tata Kelola (www.victoriabank.co.id/komite-tata-kelola-terintegrasi/).

TUGAS DAN TANGGUNG JAWAB KOMITE TATA KELOLA TERINTEGRASI

Tugas dan tanggung jawab Komite Tata Kelola Terintegrasi Bank Victoria antara lain:

- a. Mengevaluasi pelaksanaan tata kelola terintegrasi paling sedikit melalui penilaian kecukupan pengendalian intern dan pelaksanaan fungsi kepatuhan secara terintegrasi.
- b. Memberikan rekomendasi kepada Dewan Komisaris Entitas Utama untuk penyempurnaan Pedoman Tata Kelola Terintegrasi, dan
- c. Melaksanakan rapat paling sedikit 1 (satu) kali setiap semester.

WEWENANG KOMITE TATA KELOLA TERINTEGRASI

1. Memberikan rekomendasi terkait dengan pelaksanaan tata kelola terintegrasi untuk meningkatkan kualitas tata kelola yang baik dalam Konglomerasi Keuangan dan sehingga integrasi antara PT Bank Victoria International Tbk sebagai Entitas Utama Grup Victoria dan seluruh Lembaga Jasa Keuangan (LJK) Grup Victoria dapat berjalan dengan baik dan memenuhi prinsip kehati-hatian, yang pada akhirnya dapat mewujudkan Konglomerasi Keuangan yang stabil, memiliki daya saing tinggi dan berkelanjutan.
2. Melakukan pengawasan atas penerapan tata kelola pada seluruh Lembaga Jasa Keuangan (LJK) agar sesuai dengan pedoman Tata Kelola Terintegrasi.
3. Melakukan pengawasan atas pelaksanaan tugas dan tanggung jawab Direksi PT Bank Victoria International Tbk,

INTEGRATED GOVERNANCE COMMITTEE'S CHARTER

In performing its role, the Integrated Governance Committee refers to the Integrated Governance Committee's Charter, which was prepared in accordance with prevailing laws and regulations. The Integrated Governance Committee's Charter was ratified based on Decision of the Board of Directors No. 003/SK-DIR/10/15 dated 27 October 2015 on Guideline and Code of Conduct of the Victoria Group Integrated Governance Committee, and amended based on Directors Decree No. 006/SK-DIR/06/17 dated 20 June 2017 on Guideline and Rules of Order of the Integrated Governance Committee.

The Integrated Governance Committee's Charter contains:

1. Foreword;
2. Introduction;
3. Glossary;
4. Legal Basis;
5. Integrated Governance Basic Principles;
6. Integrated Governance Framework for Primary Entity;
7. Corporate Governance Framework for Financial Services Conglomeration Member;
8. Integrated Governance Assessment;
9. Integrated Governance Reporting; and
10. Closing.

Further information regarding the Bank Victoria Integrated Governance Committee's Charter can be seen on the Bank's website in the Governance section (www.victoriabank.co.id/komite-tata-kelola-terintegrasi/).

DUTIES AND RESPONSIBILITIES OF THE INTEGRATED GOVERNANCE COMMITTEE:

Duties and responsibilities of the Bank Victoria Integrated Governance Committee, inter alia:

- a. Evaluate the implementation of integrated governance at least through internal controls adequacy assessment and implementation of compliance function in an integrated manner.
- b. Provide recommendations to the Main Entity's Board of Commissioners to improve the Integrated Governance Guideline, and
- c. Hold meetings at least 1 (one) time each semester.

AUTHORITY OF THE INTEGRATED GOVERNANCE COMMITTEE

1. Provides recommendations related to the integrated governance implementation to improve the quality of good governance in Financial Conglomerate and the integration between PT Bank Victoria International Tbk as the Victoria Group's Main Entity and the entire Victoria Group Financial Services Institution (LJK) can operate well and comply with prudential principles, which resulted in a stable, highly competitive and sustainable Financial Conglomerate.
2. Oversees the implementation of governance in all Financial Services Institutions (LJK) to comply with Integrated Governance guidelines.
3. Supervises the execution of duties and responsibilities of the PT Bank Victoria International Tbk Board of Directors and provide direction or recommendation to the Board of Directors for the implementation of Integrated Governance Guidelines.

serta memberikan arahan atau nasihat kepada Direksi PT Bank Victoria International Tbk atas pelaksanaan Pedoman Tata Kelola Terintegrasi.

4. Mengevaluasi Pedoman Tata Kelola Terintegrasi secara berkala dan memberikan arahan kepada Direksi PT Bank Victoria International Tbk. Ttk dalam rangka penyempurnaan Pedoman Tata Kelola Terintegrasi.

STRUKTUR, KEANGGOTAAN DAN KEAHLIAN KOMITE TATA KELOLA TERINTEGRASI

Keanggotaan Komite Tata Kelola Terintegrasi paling sedikit terdiri dari:

1. Seorang Komisaris Independen yang menjadi Ketua pada salah satu Komite pada Bank diangkat sebagai Ketua merangkap anggota Komite Tata Kelola Terintegrasi;
2. Komisaris Independen yang mewakili dan ditunjuk dari Entitas dalam konglomerasi keuangan diangkat sebagai anggota;
3. Seorang pihak independen yang diangkat sebagai anggota; dan
4. Anggota Dewan Pengawas Syariah dari Entitas dalam konglomerasi keuangan diangkat sebagai anggota.

Adapun jumlah dan komposisi Komisaris Independen yang menjadi anggota Komite Tata Kelola Terintegrasi dapat disesuaikan dengan kebutuhan konglomerasi keuangan, serta efisiensi dan efektivitas pelaksanaan tugas, dengan memperhatikan paling sedikit keterwakilan masing-masing Entitas.

4. Evaluates the Integrated Governance Guidelines periodically and provide direction to PT Bank Victoria International Tbk Board of Directors to improve the Integrated Governance Guidelines.

STRUCTURE, MEMBERSHIP, AND EXPERTISE OF THE INTEGRATED GOVERNANCE COMMITTEE

Composition of the Integrated Governance Committee consists of at least

1. An Independent Commissioner who is the Chairman of one of the Bank's Committees is appointed as Chairman concurrently member of the Integrated Governance Committee;
2. The Independent Commissioner representing and appointed by the Entity in a financial conglomeration is appointed as a member;
3. An independent party appointed as a member; and
4. Member of Syariah Supervisory Board of the Entity in a financial conglomeration is appointed as member.

The number and composition of the Independent Commissioners who are members of the Integrated Governance Committee can be adjusted to the financial conglomeration needs as well as the efficiency and effectiveness of duty implementation, taking the minimum representation for each Entity into account.

Tabel Struktur, Keanggotaan dan Keahlian Tata Kelola Terintegrasi
Structure, Membership, and Expertise of Integrated Governance Committee

Nama Name	Jabatan Position	Keterangan Remarks	Keahlian Expertise
Zaenal Abidin, PhD	Ketua Chairman	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	Perbankan dan Tata Kelola Terintegrasi Banking and Integrated Governance
Gunawan Tenggarahardja	Anggota Member	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	Perbankan dan Bisnis Banking and Business
Oliver Simorangkir	Anggota Member	Komisaris Utama President Commissioner	Perbankan dan Audit Banking and Audit
Sugiharto	Anggota Member	Komisaris Utama Bank Victoria Syariah President Commissioner of Bank Victoria Syariah	<i>Risk Management Treasury</i> Perbankan Risk Management Treasury Banking
Aldo Tjahaja	Anggota Member	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	Pasar Modal Capital Market
Dr H Hassanuddin	Anggota Member	Dewan Pengawas Syariah Bank Victoria Syariah Syariah Supervisory Board of Bank Victoria Syariah	Hukum Islam termasuk Hukum Muamalah/ Ekonomi Islam Islamic Law includes Muamalah Law/ Islamic Economy
Vikas Tolani	Anggota Member	Komisaris Independen Victoria Insurance Independent Commissioner of Victoria Insurance	Asuransi Manajemen Risiko Manajemen Keuangan Insurance Risk Management Finance Management
Jejei Kurnia	Anggota Member	Komisaris Independen Victoria Management Investasi Independent Commissioner of Victoria Management Investasi	Manajemen Investasi Investment Management
Lukito Saggitariono*	Anggota Member	Komisaris Victoria Alife Indonesia Independent Commissioner of Victoria Alife Indonesia	Asuransi Insurance
Hertanto Tjahyasurya**	Anggota Member	Komisaris Victoria Alife Indonesia Independent Commissioner of Victoria Alife Indonesia	Perbankan Banking
RD Widaningsih	Anggota Member	Pihak Independen Independent Party	Audit Perbankan Banking Audit
Teguh Sukaryanto	Anggota Member	Pihak Independen Independent Party	Perbankan dan Audit Banking and Audit

*Berhenti menjabat pada tanggal 21 Mei 2018 / End of term of office as of 21 May 2018.

**Efektif menjabat pada tanggal 21 Mei 2018 / Start of effective term of office as of 21 May 2018.

INTEGRATED GOVERNANCE COMMITTEE'S PROFILE

PROFIL KOMITE TATA KELOLA TERINTEGRASI

Zaenal Abidin, PhD Ketua Komite Tata Kelola Terintegrasi Ketua Komite Tata Kelola Terintegrasi	Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. His profile can be found in the Profile section of the Board of Commissioners in this Annual Report.
Gunawan Tenggarahardja Anggota Komite Tata Kelola Terintegrasi Member of Integrated Governance Committee	Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. His profile can be found in the Profile section of the Board of Commissioners in this Annual Report.
Oliver Simorangkir Anggota Komite Tata Kelola Terintegrasi Member of Integrated Governance Committee	Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. His profile can be found in the Profile section of the Board of Commissioners in this Annual Report.
Sugiharto Anggota Komite Tata Kelola Terintegrasi Member of Integrated Governance Committee	Warga Negara Indonesia, lahir di Solo pada tahun 1955. Meraih gelar S1 Ekonomi, Universitas Diponegoro tahun 1979 dan <i>Master of Finance</i>, University of Texas Austin USA tahun 1996. Mulai berkarir sebagai <i>Managing Director Treasury and International Banking</i> pada Bank Mega tahun 2010 – 2014. <i>President Director</i> di Dana Pensiun Bank Mandiri tahun 2009 – 2010. <i>Executive Vice President Head of Treasury Group</i> Dana Pensiun Bank Mandiri tahun 2005 – 2009. <i>Vice President Department Head of Financial Institution and Overseas Network</i> Dana Pensiun Bank Mandiri tahun 2001 – 2005. <i>Vice President Treasury and Capital Market</i> Dana Pensiun Bank Mandiri tahun 1999 – 2001. Komisaris Utama Bank Victoria Syariah sejak tahun 2015. Indonesian Citizen, born in Solo in 1955. He holds a Bachelor of Economics degree from Diponegoro University in 1979 and a Master of Finance from University of Texas, Austin, USA in 1996. Started his career as Managing Director Treasury and International Banking at Bank Mega in 2010-2014. President Director at Bank Mandiri's Pension Fund in 2009 - 2010. Executive Vice President Head of Treasury Group at Bank Mandiri's Pension Fund in 2005 - 2009. Vice President Department Head of Financial Institution and Overseas Network at Bank Mandiri Pension Fund in 2001 - 2005. Vice President of Treasury and Capital Market at Bank Mandiri Pension Fund in 1999 - 2001. President Commissioner of Bank Victoria Syariah since 2015.
Aldo Tjahaja Anggota Komite Tata Kelola Terintegrasi Member of Integrated Governance Committee	Warga Negara Indonesia, 45 tahun. Menjabat sebagai Direktur. Beliau meraih gelar <i>Bachelor of Science</i> dari University of Oregon, USA, pada tahun 1995 dan meraih gelar <i>MM Executive</i> dari Binus Business School, Jakarta pada tahun 2013. Memiliki izin WMI (Wakil Manajer Investasi), BBJ (Broker Bursa Berjangka), dan sertifikasi JATS (Jakarta Automated Trading System). Beliau memulai karir sebagai Analis Kredit di PT Bank Aspac (1995-1996). Kemudian menjabat sebagai <i>Equity Sales</i> di PT Sasson Securities Indonesia (1996-1997), Wakil Direktur Utama PT Ciptamahardhika Sekuritas (1997-1999), <i>Deputy President</i> PT Henan Putihrai Sekuritas (1999-2000), dan <i>Direktur Asset Management</i> PT Ekokapital Sekuritas (2003-2009). Saat ini juga menjabat sebagai Komisaris Utama PT Victoria Sekuritas Indonesia (2012-sekarang). Indonesian citizen, 45 years old. He obtained his Bachelor of Science from University of Oregon, USA, in 1995 and obtained MM Executive from Binus Business School, Jakarta in 2013. He has a license for WMI (Investment Manager Representative), BBJ (Futures Broker), and JATS (Jakarta Automated Trading System) certifications. He started his career as a Credit Analysts at PT Bank Aspac (1995-1996). He then served as an Equity Sales at PT Sasson Securities Indonesia (1996-1997), Vice President Director of PT Ciptamahardhika Sekuritas (1997-1999), Vice President of PT Henan Putihrai Sekuritas (1999-2000), and an Asset Management Director of PT Ekokapital Sekuritas (2003-2009). Currently, he also serves as the President Commissioner at PT Victoria Sekuritas Indonesia (2012-present).
Dr H Hasanuddin Anggota Komite Tata Kelola Terintegrasi Member of Integrated Governance Committee	Warga Negara Indonesia, lahir di Majalengka pada 1945. Memperoleh gelar sarjana syariah (S1) pada IAIN di Jakarta pada tahun 1974, S2 (MA) dan S3 (DR) di Universitas yang sama masing-masing pada tahun 1989 dan 1994.. Mulai berkarir sebagai Ketua Dewan Pengawas Syariah di Asuransi Tripakarta tahun 2002-2015. Ketua Dewan Pengawas Syariah di PT Penjaminan Jamkrindo Syariah sejak tahun 2005. Ketua Dewan Pengawas Syariah di PT Asuransi Asei Indonesia Unit Usaha Syariah sejak tahun 2008. Dewan Pengawas Bank Victoria Syariah sejak tanggal 26 Maret 2010, Dosen Tetap Sekolah Pascasarjana UIN Syarif Hidayatullah Jakarta sejak tahun 2016. Indonesian Citizen, born in Majalengka in 1945. He obtained a bachelor's degree in sharia (S1) at IAIN in Jakarta in 1974, S2 (MA) and S3 (DR) at the same university in 1989 and 1994 respectively. Started his career as Chairman of the Sharia Supervisory Board in Asuransi Tripakarta in 2002-2015. Chairman of the Sharia Supervisory Board at PT Penjaminan Jamkrindo Syariah since 2005. Chairman of the Sharia Supervisory Board at PT Asuransi Asei Indonesia Sharia Business Unit since 2008. Member of Supervisory Board at Bank Victoria Syariah since 26 March 2010 Permanent Lecturer at the UIN Syarif Hidayatullah Post Graduate School in Jakarta since 2016 .

Vikas Tolani Anggota Komite Tata Kelola Terintegrasi Member of Integrated Governance Committee	Warga Negara Indonesia, Meraih gelar <i>Master of Science</i> bidang <i>Insurance and Risk Management</i> tahun 2004 dan <i>Master of Business Administration</i> bidang <i>Financial</i> serta <i>Management</i> dari Trinity College and University, Delaware, USA tahun 2005. Mulai berkarir sebagai <i>Producer</i> di PT Asuransi QBE Pool Indonesia tahun 2001-2007. Direktur Utama PT Munich Lloyd International Brokers sejak tahun 2007. Komisaris Independen PT Victoria Insurance Tbk sejak tahun 2012. Indonesian Citizen, He holds a Master of Science degree in Insurance and Risk Management in 2004 and Master of Business Administration in Financial and Management from Trinity College and University, Delaware, USA in 2005. Started his career as a Producer at PT Asuransi QBE Pool Indonesia in 2001-2007. President Director of PT Munich Lloyd International Brokers since 2007. Independent Commissioner of PT Victoria Insurance Tbk since 2012.
Jejei Kurnia Anggota Komite Tata Kelola Terintegrasi Member of Integrated Governance Committee	Warga Negara Indonesia, Meraih gelar Sarjana Ekonomi bidang Akuntansi, Universitas Trisakti tahun 1989. Mulai berkarir sebagai Direktur PT Bali Securities tahun 2000 – 2010. Direktur di PT Reliance Securities Tbk tahun 2010 – 2011. <i>Advisor</i> di PG Asset Management bulan Juni – September 2013. Direktur di PT Kurnia Sejahtera Bersama sejak tahun 2015. Komisaris Independen PT Victoria Manajemen Investasi sejak tahun 2015. Indonesian Citizen, He holds a Bachelor of Economics in Accounting from Trisakti University in 1989. Started his career as a Director at PT Bali Securities in 2000 - 2010. Director at PT Reliance Securities Tbk in 2010 - 2011. Advisor at PG Asset Management between June - September 2013. Director at PT Kurnia Sejahtera Bersama since 2015. Independent Commissioner of PT Victoria Investment Management since 2015.
Lukito Saggitariono Anggota Komite Tata Kelola Terintegrasi Member of Integrated Governance Committee	Warga Negara Indonesia, Meraih gelar S1 Ekonomi bidang Manajemen Keuangan, Universitas Parahyangan, Bandung tahun 1985. Mulai berkarir sebagai <i>Senior Manager Head of Internal Audit</i> di PT Prudential Life Assurance tahun 1998 – 2000, <i>Associate Vice President Regional Development Director</i> di PT Prudential Life Assurance Jakarta tahun 2000 – 2007. <i>Agency Sales Director</i> di PT Commonwealth Life tahun 2007 – 2008. <i>Vice President Director</i> di PT Asuransi Jiwa Adisarana Wanaartha tahun 2009 – 2011. Direktur Utama di PT Victoria Insurance Tbk pada tahun 2012 – 2017. Komisaris Utama di PT Victoria Alife Indonesia sejak tahun 2017. Indonesian Citizen, He holds a Bachelor of Economics degree in Financial Management from Parahyangan University, Bandung in 1985. Started his career as Senior Manager of Head of Internal Audit at PT Prudential Life Assurance in 1998 - 2000, Associate Vice President Regional Development Director at PT Prudential Life Assurance Jakarta 2000-2007. Agency Sales Director at PT Commonwealth Life in 2007 - 2008. Vice President Director at PT Asuransi Jiwa Adisarana Wanaartha in 2009 - 2011. President Director at PT Victoria Insurance Tbk in 2012 - 2017. President Commissioner of PT Victoria Alife Indonesia since 2017.
Hertanto Tjahyasurya Anggota Komite Tata Kelola Terintegrasi Member of Integrated Governance Committee	Warga Negara Indonesia, lahir di Tangerang tahun 1959. Sebelum Mulai berkarir Memperoleh gelar Sarjana Hukum dari Universitas Trisakti, Jakarta (1985). periode 1985-1989 sebagai BM Bank Umum Nasional, periode 1989- 1990 sebagai <i>Senior Relationship Manager</i> Standar Charter Bank, periode 1990-1991 sebagai <i>Manager Commercial Banking</i> Bank Pacific, periode 1991-1993 sebagai <i>Deputy General Manager</i> KPO Bank Bahari, periode 1993-1995 di Bank Sinergy sebagai Direktur Utama, periode 1995-1998 di Bank Mayora sebagai Direktur Utama, periode 2000-2001 di Bank Bima sebagai Direktur Utama, periode 2004-2005 di Bank Harmoni, periode 2007-2017 di Bank Victoria International Tbk sebagai <i>Head of Branch Banking Group, Funding, & Wealth Management</i>, periode 2018-sekarang sebagai Komisaris PT Victoria Alife Indonesia. Indonesian Citizen, born in Tangerang in 1959. Before Started his career his Obtained his Bachelor of Legal degree from Trisakti University, Jakarta (1985). in 1985-1989 as BM Bank Umum Nasional, Senior Relationship Manager for Standar Charter Bank in 1989 to 1990, Commercial Banking Manager in 1990-1991, Deputy General Manager KPO at Bank Bahari in 1991-1993, President Director at Bank Sinergy in 1993-1995, President Director at Bank Mayora in 1995-1998, President Director at Bank Bima in 2000-2001, at Bank Harmoni in 2004-2005, Head of Branch Banking Group, Funding, & Wealth Management at Bank Victoria Intl Tbk in 2007-2017, a Commissioner of PT Victoria Alife Indonesia in 2018 - present.
Retno Dwijanti Widaningsih Anggota Komite Tata Kelola Terintegrasi Member of Integrated Governance Committee	Profil beliau dapat dilihat pada bagian Profil Komite Audit dalam Laporan Tahunan ini. Her profile can be found in the Profile section of the Audit Committee in this Annual Report.
Teguh Sukaryanto Anggota Komite Tata Kelola Terintegrasi Member of Integrated Governance Committee	Profil beliau dapat dilihat pada bagian Profil Komite Audit dalam Laporan Tahunan ini. His profile can be found in the Profile section of the Audit Committee in this Annual Report.

**KUALIFIKASI PENDIDIKAN DAN PENGALAMAN
KERJA KOMITE TATA KELOLA TERINTEGRASI**
**EDUCATIONAL QUALIFICATIONS AND
EXPERIENCE OF INTEGRATED GOVERNANCE
COMMITTEE**
Tabel Kualifikasi Pendidikan dan Pengalaman Kerja Komite Tata Kelola Terintegrasi
Table of Educational Qualification and Working Experience of the Integrated Governance Committee

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Zaenal Abidin, PhD	Ketua Chairman	- Sarjana Ekonomi - Master Manajemen - <i>Doctor of Philosophy</i> - Bachelor Economy - Master Management - Doctor of Philosophy	- <i>Pro Manager Treasury</i> dan Analisa di Bidang Dana Perbankan (1989-1992). - Dosen di Perbanas Institute (1993-2015) - Dosen di STIE IBS (2013-sekarang). - Koordinator Staf Khusus Bidang Riset Asosiasi Perbanas (2011-2012). - Peneliti Senior GCG pada Indonesia Institute Corporate Governance (2008-sekarang). - Komisaris/Komisaris Independen di PT Bank Victoria International Tbk (2012-sekarang) - Pro Manager Treasury and Analysis in the Banking Fund Sector (1989-1992). - Lecturer at Perbanas Institute (1993-2015) - Lecturer at STIE IBS (2013-present). - Special Staff Coordinator of Research Department at Perbanas Association (2011-2012). - Senior GCG Researcher at the Indonesia Institute of Corporate Governance (2008-present). - Commissioner / Independent Commissioner at PT Bank Victoria International Tbk (2015-present).
Gunawan Tenggarahardja	Anggota Member	Sarjana Teknik Sipil Bachelor of Civil Engineering	- <i>International Field Engineer 1</i> di Schlumberger OSA (1982-1984). - <i>Assistant Manager</i> di PT Bank Bali (1985-1988). - <i>General Manager</i> di PT Sampoerna Transport Nusantara (1989-1992). - Direktur Eksekutif di PT Duta Pertiwi Tbk (1992-1996). - Direktur di PT Bhuwanatala Indah Permai Tbk (1996-1998). - Komisaris Independen PT Jakarta Setiabudi International Tbk. (2004-sekarang). - Komisaris Utama di PT Sigma Karya Sempurna (Bali Camp) (1998-2004). - Komisaris dan Komisaris Independen di PT Bank Victoria International Tbk. (2003-sekarang). - <i>International Field Engineer 1</i> at Schlumberger OSA (1982-1984). - Assistant Manager at PT Bank Bali (1985-1988). - General Manager at PT Sampoerna Transport Nusantara (1989-1992). - Executive Director at PT Duta Pertiwi Tbk (1992-1996). - Director at PT Bhuwanatala Indah Permai Tbk (1996-1998). - Independent Commissioner of PT Jakarta Setiabudi International Tbk. (2004-present). - President Commissioner of PT Sigma Karya Sempurna (Bali Camp) (1998-2004). - Commissioner and Independent Commissioner at PT Bank Victoria International Tbk. (2003-present).

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Oliver Simorangkir	Anggota Member	Sarjana Ekonomi Akuntansi Bachelor of Economics Accounting	- Officer Development Program di PT Bank Niaga Tbk (1980-1981). - Sub Manager Staff Internal Audit di PT Bank Niaga Tbk (1981-1983). - Assistant Manager-Department Head of Credit Administration Cabang Utama Jakarta di PT Bank Niaga Tbk (1983-1985). - Kepala Divisi Operasional Cabang Utama Jakarta di PT Bank Niaga Tbk (1985-1987). - Senior Manager-Wakil Pimpinan Cabang Thamrin di PT Bank Niaga Tbk (1987-1988). - Assistant Vice President-Manager in Charge Sentralisasi Operasional Wilayah Jakarta di PT Bank Niaga Tbk (1988-1989). - Vice President Operasional-Manager in Charge Wilayah Jakarta di PT Bank Niaga Tbk (1990-1994). - Group Head Operation System and Procedure Head Office di PT Bank Niaga Tbk (1994-1998). - Group Head Corporate Planning and Accounting Control Head Office di PT Bank Niaga Tbk (1998-2000). - Senior Vice President – General Manager Internal Audit di PT Bank Permata Tbk (2001-2003). - Direktur Kepatuhan dan Manajemen Risiko di PT Bank Victoria International Tbk (2005-2008). - Direktur Operasi dan Sistem di PT Bank Victoria International Tbk (2008-2015). - Komisaris Utama PT Bank Victoria International Tbk (2015-sekarang) - Officer Development Program at PT Bank Niaga Tbk (1980-1981). - Sub Manager Staff Internal Audit at PT Bank Niaga Tbk (1981-1983). - Assistant Managers-Department Head of Credit Administration, Jakarta Main Branch at PT Bank Niaga Tbk (1983-1985). - Head of Operational Division, Jakarta Main Branch at PT Bank Niaga Tbk (1985-1987). - Senior Manager - Deputy Head of Branch Thamrin at PT Bank Niaga Tbk (1987-1988). - Assistant Vice President-Manager in Charge of Centralization of Jakarta Area Operations at PT Bank Niaga Tbk (1988-1989). - Vice President of Operations-Manager in Charge of the Jakarta Region at PT Bank Niaga Tbk (1990-1994). - Group Head Operation System and Procedure Head Office at PT Bank Niaga Tbk (1994-1998). - Group Head Corporate Planning and Accounting Control Head Office at PT Bank Niaga Tbk (1998-2000). - Senior Vice President - General Manager Internal Audit at PT Bank Permata Tbk (2001-2003). - Director of Compliance and Risk Management at PT Bank Victoria International Tbk (2005-2008). - Director of Operations and Systems at PT Bank Victoria International Tbk (2008-2015). - President Commissioner at PT Bank Victoria International Tbk (2015-present).
Sugiharto	Anggota Member	Sarjana Ekonomi dan Master of Finance Bachelor of Economics and Master of Finance	- Managing Director Treasury and International Banking pada Bank Mega (2010 – 2014). - President Director di Dana Pensiun Bank Mandiri (2009 – 2010). - Executive Vice President Head of Treasury Group Dana Pensiun Bank Mandiri (2005 – 2009). - Vice President Department Head of Financial Institution and Overseas Network Dana Pensiun Bank Mandiri (2001 – 2005). - Vice President Treasury and Capital Market Dana Pensiun Bank Mandiri (1999 – 2001). - Komisaris Utama Bank Victoria Syariah sejak tahun 2015. - Managing Director of Treasury and International Banking at Bank Mega (2010 - 2014). - President Director at Bank Mandiri Pension Fund (2009 - 2010). - Executive Vice President, Head of Treasury Group at Bank Mandiri Pension Fund (2005 - 2009). - Vice President Department Head of Financial Institution and Overseas Network at Bank Mandiri Pension Fund (2001 - 2005). - Vice President Treasury and Capital Market at Bank Mandiri Pension Fund (1999 - 2001). - President Commissioner of Bank Victoria Syariah since 2015.

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Aldo Tjahaja	Anggota Member	Bachelor of Science MM Executive	- Analis Kredit di PT Bank Aspac (1995-1996). - Equity Sales di PT Sasson Securities Indonesia (1996-1997). - Wakil Direktur Utama PT Ciptamahardhika Sekuritas (1997-1999). - Vice President PT Henan Putihrai Sekuritas (1999-2000). - Direktur Asset Management PT Ekokapital Sekuritas (2003-2009). - Komisaris Utama PT Victoria Sekuritas Indonesia (2012-sekarang). - Credit Analyst at PT Bank Aspac (1995-1996). - Equity Sales at PT Sasson Securities Indonesia (1996-1997). - Deputy President Director of PT Ciptamahardhika Sekuritas (1997-1999). - Vice President of PT Henan Putihrai Sekuritas (1999-2000). - Director of Asset Management of PT Ekokapital Sekuritas (2003-2009). - President Commissioner of PT Victoria Securities Indonesia (2012-present).
Dr H Hassanuddin	Anggota Member	Sarjana Syariah Magister Doktor Sharia Bachelor Master Doctorate	- Ketua Dewan Pengawas Syariah di Asuransi Tripakarta (2002-2015). - Ketua Dewan Pengawas Syariah di PT Penjaminan Jamkrindo Syariah sejak tahun 2005. - Ketua Dewan Pengawas Syariah di PT Asuransi Asei Indonesia Unit Usaha Syariah sejak tahun 2008. - Dewan Pengawas Bank Victoria Syariah sejak tanggal 26 Maret 2010 - Dosen Tetap Sekolah Pascasarjana UIN Syarif Hidayatullah Jakarta sejak tahun 2016. - Chairman of the Sharia Supervisory Board in Asuransi Tripakarta (2002-2015). - Chairman of the Sharia Supervisory Board at PT Penjaminan Jamkrindo Syariah since 2005. - Chairman of the Sharia Supervisory Board at PT Asuransi Asei Indonesia Sharia Business Unit since 2008. - Member of Supervisory Board at Bank Victoria Syariah from March 26, 2010 - Permanent Lecturer at UIN Syarif Hidayatullah Post Graduate School in Jakarta since 2016.
Jejei Kurnia	Anggota Member	Sarjana Ekonomi bidang Akuntansi Bachelor of Economics in Accounting	- Direktur PT Bali Securities (2000 – 2010). - Direktur di PT Reliance Securities Tbk tahun (2010 – 2011). - Advisor di PG Asset Management (Juni – September 2013). - Direktur di PT Kurnia Sejahtera Bersama sejak tahun 2015. - Komisaris Independen PT Victoria Manajemen Investasi sejak tahun 2015. - Director at PT Bali Securities (2000 - 2010). - Director at PT Reliance Securities Tbk year (2010 - 2011). - Advisor at PG Asset Management (June - September 2013). - Director at PT Kurnia Sejahtera Bersama since 2015. - Independent Commissioner of PT Victoria Investment Management since 2015.
Lukito Saggitariono*	Anggota Member	Sarjana Ekonomi bidang Manajemen Keuangan Bachelor of Economics in Financial Management	- <i>Senior Manager Head of Internal Audit</i> di PT Prudential Life Assurance (1998 – 2000). - <i>Associate Vice President Regional Development Director</i> di PT Prudential Life Assurance Jakarta (2000 – 2007). - <i>Agency Sales Director</i> di PT Commonwealth Life (2007 – 2008). - <i>Vice President Director</i> di PT Asuransi Jiwa Adisarana Wanaartha (2009 – 2011). - Direktur Utama di PT Victoria Insurance Tbk (2012 – 2017). - Komisaris Utama di PT Victoria Alife Indonesia sejak tahun 2017. - Senior Manager Head of Internal Audit at PT Prudential Life Assurance (1998 - 2000). - Associate Vice President Regional Development Director at PT Prudential Life Assurance Jakarta (2000 - 2007). - Agency Sales Director at PT Commonwealth Life (2007 - 2008). - Vice President Director at PT Asuransi Jiwa Adisarana Wanaartha (2009 - 2011). - President Director of PT Victoria Insurance Tbk (2012 - 2017). - President Commissioner of PT Victoria Alife Indonesia since 2017

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Hertanto Tjahyasurya**	Anggota Member	Sarjana Hukum dari Universitas Trisakti, Jakarta (1985). Bachelor of Legal degree from Trisakti University, Jakarta (1985).	- BM Bank Umum Nasional (1985-1989). - <i>Senior Relationship Manager</i> Standar Charter Bank (1989- 1990) - <i>Manager Commercial Banking</i> Bank Pacific (1990-1991) - <i>Deputy General Manager</i> KPO Bank Bahari (1991-1993) - Bank Sinergy sebagai Direktur Utama (1993-1995) - Bank Mayora sebagai Direktur Utama (1995-1998). - Bank Bima sebagai Direktur Utama (2000-2001) - Bank Harmoni (2004-2005). - Bank Victoria International Tbk sebagai Head of Branch Banking Group, Funding, & Wealth Management (2007-2017). - Komisaris PT Victoria Alife Indonesia (2018-sekarang). - BM at Bank Umum Nasional (1985-1989). - Senior Relationship Manager of Standar Charter Bank (1989-1990) - Manager Commercial Banking at Bank Pacific (1990-1991) - Deputy General Manager of KPO Bank Bahari (1991-1993) - President Director at Bank Sinergy (1993-1995) - President Director at Bank Mayora (1995-1998). - President Director at Bank Bima (2000-2001) - Bank Harmoni (2004-2005). - Head of Branch Banking Group, Funding, & Wealth Management at Bank Victoria Intl Tbk (2007-2017). - Commissioner of PT Victoria Alife Indonesia (2018-present).
RD Widaningsih	Anggota Member	Sarjana Keuangan dan Perbankan dari Institut Bankir Indonesia (1998). Bachelor of Finance and Banking from Indonesian Banker Institute	- Head of Group Audit Deutsche Bank AG, Jakarta (2001 – 2006). - Anggota Komite Bank Victoria sejak tahun 2013 dan anggota tetap Komite Tata Kelola Terintegrasi Bank Victoria sejak tahun 2015. - Head of Group Audit at Deutsche Bank AG, Jakarta (2001 - 2006). - Committee Member of Bank Victoria since 2013 and a permanent member of the Integrated Governance Committee at Bank Victoria since 2015.
Teguh Sukaryanto	Anggota Member	Sarjana Ekonomi dari Universitas Lampung (1987). Bachelor of Economics from Universitas Lampung (1987)	- Internal Audit di Bank Duta (1990) - Berbagai jabatan pernah dipegang pada Bank Yakin Makmur, Bank Akita dan Bank Barclays Indonesia. - Bank Victoria sebagai Kepala Divisi Kepatuhan (2011 – 2012), Kepala Divisi Sistem dan Prosedur (2012 – 2015), Kepala Divisi Audit Internal/Integrated and Anti Fraud (2015 – 2018) dan Sejak Maret 2018 ditugaskan menjadi anggota Komite Audit. - Internal Audit at Bank Duta (1990) - Various positions at Bank Yakin Makmur, Bank Akita and Bank Barclays Indonesia. - Head of Compliance Division (2011 - 2012), Head of System and Procedure Division (2012 - 2015), Head of Internal Audit/Integrated and Anti Fraud Division (2015 - 2018) in Bank Victoria and since March 2018 has been assigned to become a member of the Audit Committee.

*Berhenti menjabat pada tanggal 21 Mei 2018. / End of term of office as of 21 May 2018.

**Efektif menjabat pada tanggal 21 Mei 2018. / Start of effective term of office as of 21 May 2018.

INDEPENDENSI KOMITE TATA KELOLA TERINTEGRASI

Komite Tata Kelola Terintegrasi Bank menjalankan tugas dan tanggung jawabnya secara profesional dan independen, tanpa intervensi dari organ tata kelola Bank lainnya. Pelaksanaan tugas tersebut dilakukan sesuai dengan strategi, target, visi dan misi Bank, semata-mata hanya untuk kepentingan Bank. Seluruh Komite Tata Kelola Terintegrasi tidak terkait dengan Dewan Komisaris, Direksi, serta Pemegang Saham Utama dan Pengendali yang dapat menimbulkan dampak negatif ataupun benturan kepentingan (*conflict of interest*). Aspek independensi Komite Tata Kelola Terintegrasi dijelaskan sebagai berikut.

INDEPENDENCE OF THE INTEGRATED GOVERNANCE COMMITTEE

The Integrated Governance Committee of Bank Victoria has performed its duties and responsibilities in a professional and independent manner, without any intervention from other governance organs of the Bank. The implementation of duties has been conducted in line with the Bank's strategies, targets, vision, and mission, solely for the Bank's interest. All members of the Integrated Governance Committee do not have any relationship with Boards of Commissioners, Directors, Major and Controlling Shareholders that may have adverse impact or conflict of interest. The independence aspect of the Integrated Governance Committee is explained as follows.

Tabel Independensi Komite Tata Kelola Terintegrasi
Integrated Governance Committee's Independence

Aspek Independensi Independence Aspect	Zaenal Abidin, PhD	Gunawan Tenggarahardja	Oliver Simorangkir	Sugiharto	Aldo Tjahaja	Dr H Hassanuddin	Jejei Kurnia	Lukito Saggitario	Hertanto T Surya	RD Widaningsih
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi										
Does not have any financial relationship with the Board of Commissioners and the Board of Directors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi										
Does not have any management relationship in the company, subsidiary, or affiliate companies	✓	✓	✓	✓	X	✓	✓	✓	✓	✓
Tidak memiliki hubungan kepemilikan saham di perusahaan										
Does not have any share ownership relationship in the company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Tata Kelola Terintegrasi										
Does not have any family relationship with the Board of Commissioners, Board of Directors and / or other members of the Integrated Governance Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah										
Does not hold any position as management of a political party, public and government position	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

RAPAT KOMITE TATA KELOLA TERINTEGRASI

Pelaksanaan rapat Komite Tata Kelola Terintegrasi Bank dilakukan secara berkala atau sewaktu-waktu, disesuaikan dengan kebutuhan. Dalam pengambilan keputusan rapat Komite Tata Kelola Terintegrasi selalu mengedepankan musyawarah mufakat. Hasil rapat Komite dituangkan dalam risalah rapat dan didokumentasikan dengan baik.

Agenda Rapat Komite Tata Kelola Terintegrasi

Sepanjang tahun 2018, tanggal pelaksanaan, Agenda rapat dan Peserta rapat Komite Tata Kelola Terintegrasi, sebagai berikut:

MEETING OF INTEGRATED GOVERNANCE COMMITTEE

The Bank's Integrated Governance Committee meeting is held periodically or at any time, adjusted to the needs. In making decision at the meeting, the Integrated Governance Committee always prioritizes deliberations for consensus. The meeting result is stated in minutes of meetings and well-documented

Integrated Governance Committee Meetings Agenda

Throughout 2018, the dates, agenda and participants of the

Tabel Agenda Rapat Komite Tata Kelola Terintegrasi
Integrated Governance Committee Meeting Agenda

Integrated Governance Committee meetings, are as follows:

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
1.	13 Januari 2018 13 January 2018	Meningkatkan kualitas risiko Kepatuhan dan Tata Kelola Terintegrasi. Improve the quality of Compliance Risk and Integrated Governance.	1. Zaenal Abidin, PhD 2. Gunawan Tenggarahardja 3. Djoko Nugroho 4. Aldo Tjahaja 5. Jejei Kurnia 6. Vikas Tolani 7. Lukito Saggitariono 8. RD Widaningsih
2.	7 Februari 2018 7 February 2018	Pembahasan laporan Tata Kelola Terintegrasi dan Manajemen Risiko Terintegrasi semester II 2017, serta mendengarkan penjelasan SKMRT, SKKT dan SKAIT. Discuss reports on Integrated Management and Integrated Risk Management in 2017 second semester, as well as hear the explanation of SKMRT, SKKT and SKAIT.	1. Zaenal Abidin, PhD 2. Oliver Simorangkir 3. Sugiharto 4. Dr H Hasannudin 5. Aldo Tjahaja 6. Vikas Tolani 7. Lukito Saggitariono 8. RD Widaningsih
3.	10 Agustus 2018 10 August 2018	Pembahasan laporan Tata Kelola Terintegrasi dan Manajemen Risiko Terintegrasi semester I 2018, serta mendengarkan penjelasan SKMRT, SKKT dan SKAIT. Discuss reports on Integrated Management and Integrated Risk Management in 2018 first semester, as well as hear the explanation of SKMRT, SKKT and SKAIT.	1. Zaenal Abidin, PhD 2. Oliver Simorangkir 3. Sugiharto 4. Dr H Hasannudin 5. Aldo Tjahaja 6. Vikas Tolani 7. Hertanto T Surya 8. Jejei Kurnia 9. RD Widaningsih 10. Teguh Sukaryanto

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT
KOMITE TATA KELOLA TERINTEGRASI
INTEGRATED GOVERNANCE COMMITTEE
MEETING FREQUENCY AND ATTENDANCE
Tabel Tingkat Kehadiran Rapat Komite Tata Kelola Terintegrasi
Integrated Governance Committee Meeting Attendance Rate Table

Nama Name	Jabatan Position	Total Rapat Total Meetings	Jumlah Rapat Meetings	Persentase Percentage
Zaenal Abidin, PhD	Ketua Chairman	3	3	100%
Gunawan Tenggarahardja	Anggota Member	3	1	33%
Oliver Simorangkir	Anggota Member	3	2	67%
Djoko Nugroho	Anggota Member	1	1	100%
Sugiharto	Anggota Member	3	3	100%
Aldo Tjahaja	Anggota Member	3	3	100%
Dr H Hassanuddin	Anggota Member	3	3	100%
Vikas Tolani	Anggota Member	3	2	67%
Jejei Kurnia	Anggota Member	3	2	67%

Nama Name	Jabatan Position	Total Rapat Total Meetings	Jumlah Rapat Meetings	Persentase Percentage
Lukito Saggitariono*)	Anggota Member	2	1	50%
Hertanto T Surya**)	Anggota Member	1	1	100%
RD Widaningsih	Anggota Member	3	3	100%
Teguh Sukaryanto	Anggota Member	3	1	33%

*)Berhenti menjabat pada tanggal 21 Mei 2018. / End of term of office as of 21 May 2018.

**)Efektif menjabat pada tanggal 21 Mei 2018. / Start of effective term of office as of 21 May 2018.

LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE TATA KELOLA TERINTEGRASI TAHUN 2018

Sepanjang tahun 2018, Komite Tata Kelola Terintegrasi telah melaksanakan tugas sebagai berikut:

1. Mengevaluasi pelaksanaan Tata Kelola Terintegrasi, paling sedikit melalui penilaian kecukupan kerangka tata kelola Terintegrasi grup Victoria. Komite memperoleh hasil evaluasi atas pelaksanaan fungsi kepatuhan, manajemen risiko dan audit internal masing-masing lembaga jasa keuangan (LJK) dari anggota Dewan Komisaris masing-masing LJK yang menjadi anggota Komite Tata kelola Terintegrasi.
2. Memberikan rekomendasi yang diperlukan kepada Dewan Komisaris Bank Victoria sebagai Entitas Utama:
 - a. Hasil Evaluasi pelaksanaan Tata Kelola Terintegrasi.
 - b. Penyempurnaan Pedoman Tata Kelola Terintegrasi.
3. Menyelenggarakan rapat Komite Tata Kelola Terintegrasi sebanyak 3 (tiga) kali, dengan agenda Meningkatkan kualitas risiko Kepatuhan dan Tata Kelola Terintegrasi, Pembahasan laporan Tata Kelola Terintegrasi dan Manajemen Risiko Terintegrasi semester II 2017 dan semester I 2018.

BRIEF REPORT ON 2018 INTEGRATED GOVERNANCE COMMITTEE ACTIVITIES

During 2018, the Integrated Governance Committee have, inter alia, performed the following duties:

1. Evaluate the implementation of integrated governance, at least through the Victoria Group Integrated governance framework adequacy assessment. The Committee obtains evaluation results on the implementation of compliance functions, risk management and internal audit functions of each financial service institution (LJK) from each respective Board of Commissioners member whose LJK is a member of the Integrated Governance Committee.
2. Provide necessary recommendations to the Board of Commissioners of Bank Victoria as the Primary Entity:
 - a. Evaluation Results on the implementation of Integrated Governance.
 - b. Refinement of the Integrated Governance Basic Principles;
3. Hold an Integrated Governance Committee meeting 3 (three) times with the agenda of improving risk quality of Compliance and Integrated Governance, Discussion of Integrated Governance and Integrated Risk Management of 2017 second semester and 2018 first semester.

ORGAN DAN KOMITE DI BAWAH DIREKSI

SEKRETARIS PERUSAHAAN

Corporate Secretary merupakan organ Direksi yang berperan dalam menjaga hubungan antara Bank dengan pemangku kepentingan melalui publikasi aktifitas Bank, serta memelihara kewajaran, konsisten, dan transparansi mengenai hal-hal terkait tata kelola perusahaan dan tindakan korporasi. Selain itu, *Corporate Secretary* berperan dalam memonitor kepatuhan Bank terhadap peraturan dan ketentuan yang berlaku bagi Bank, khususnya peraturan di bidang pasar modal.

DASAR PENGANGKATAN SEKRETARIS PERUSAHAAN

Peraturan utama yang menjadi acuan dalam pembentukan *Corporate Secretary* dan menjadi dasar pelaksanaan tugasnya adalah:

ORGANS AND COMMITTEES UNDER THE BOARD OF DIRECTORS

CORPORATE SECRETARY

The Corporate Secretary is an organ of the Board of Directors that plays a role in maintaining relations between the Bank and stakeholders through the publication of Bank activities, as well as maintaining reasonableness, consistency and transparency regarding matters related to corporate governance and corporate actions. In addition, the Corporate Secretary has a role in monitoring the Bank's compliance with rules and regulations applicable to the Bank, particularly regulations in the capital market sector.

LEGAL BASIS OF CORPORATE SECRETARY APPOINTMENT

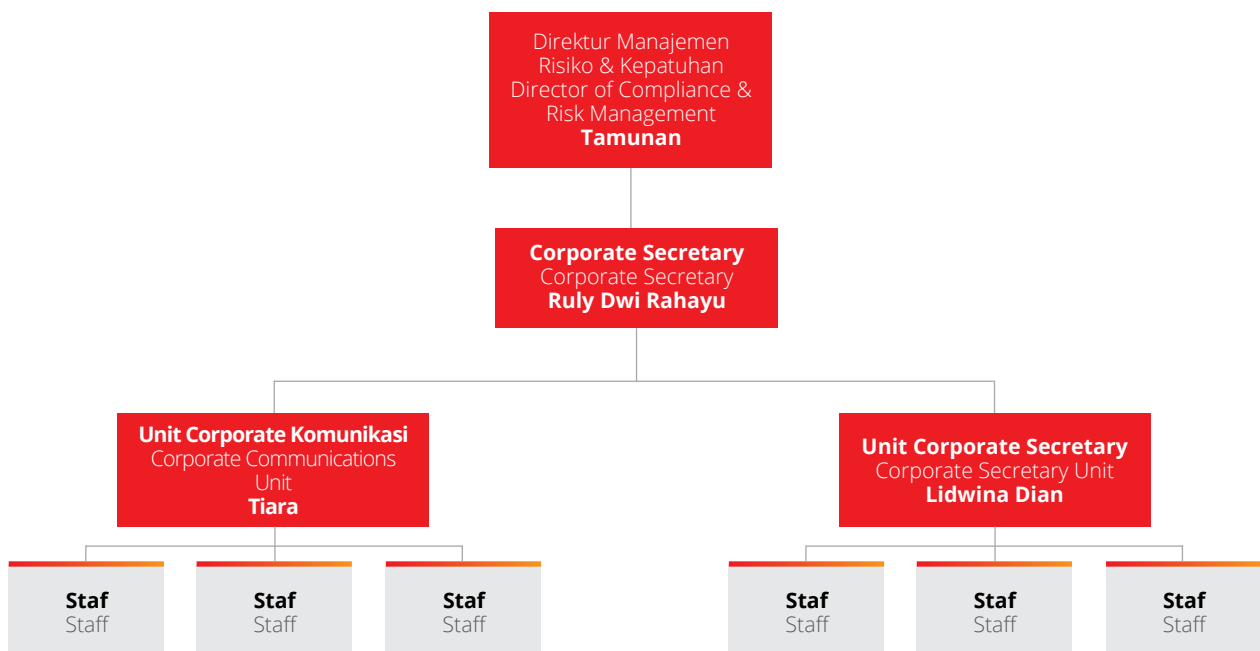
The primary reference in the establishment of the Corporate Secretary and as foundation of its duties are:

1. Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2015 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik;
2. Kebijakan dan Prosedur *Corporate Affair* berdasarkan Surat Keputusan Direksi No. 021/SK-DIR/07/14 tanggal 21 Juli 2014 yang telah diupdate menjadi Standar Operasional Prosedur *Corporate Secretary* Surat Keputusan Direksi No. 003/SK-DIR/12/17 tanggal 13 Desember 2017;
3. Standar Operasional Prosedur Rapat Umum Pemegang Saham berdasarkan Surat Keputusan Direksi No.004/SK-DIR/04/17 tanggal 21 April 2017.

STRUKTUR SEKRETARIS PERUSAHAAN

Corporate Secretary berada langsung di bawah Direktur Utama sehingga setiap bentuk pelaksanaan tugasnya dipertanggungjawabkan secara langsung kepada Direktur Utama. Guna menjamin efektivitas pelaksanaan tugasnya, *Corporate Secretary* beranggotakan 5 (lima) orang yang memiliki pengetahuan dan pengalaman yang dibutuhkan.

Skema Struktur Organisasi *Corporate Secretary* Corporate Secretary Organizational Structur



FUNGSI DAN TUGAS SEKRETARIS PERUSAHAAN

Tugas dan tanggung jawab *Corporate Secretary* meliputi komunikasi internal dan eksternal serta hubungan kesekretariatan pimpinan perusahaan yang diuraikan sebagai berikut:

1. Mengikuti perkembangan pasar modal, khususnya peraturan-peraturan yang berlaku di bidang pasar modal;
2. Memberikan pelayanan kepada masyarakat atas setiap Informasi yang dibutuhkan pemodal berkaitan dengan kondisi Bank;
3. Memberikan masukan kepada Direksi Bank untuk mematuhi ketentuan Undang-Undang No. 8 Tahun 1995 tentang Pasar Modal dan peraturan pelaksanaannya; dan

1. Regulation of the Financial Services Authority No. 35/POJK.04/2015 on Corporate Secretary of Stock Issuers or Public Companies;
2. Corporate Affairs Policy and Procedure by virtue of Decree of the Board of Directors No. 021/SK-DIR/07/14 dated 21 July 2014, updated to Corporate Secretary Standard Operating Procedures by virtue of Decree of the Board of Directors No. 003/SK-DIR/12/17 dated 13 December 2017;
3. Standard Operating Procedures for General Meeting of Shareholders based on Decree of Board of Directors No.004 / SK-DIR / 04/17 dated 21 April 2017.

CORPORATE SECRETARY STRUCTURE

The *Corporate Secretary* is directly under the President Director, hence every implementation of its duties directly accountable to the President Director. In order to guarantee the effectiveness of duties implementation, the *Corporate Secretary* consists of 5 (five) people having the required knowledge and experience.

FUNCTIONS AND DUTIES OF THE CORPORATE SECRETARY

Duties and responsibilities of the *Corporate Secretary* include internal and external communication as well as the secretarial relationships of corporate management, described as follows:

1. Follow the developments in the capital market, particularly regulations applicable in the capital market field;
2. Provide public services regarding information required by investors related to the Bank's condition;
3. Provide inputs to the Bank's Board of Directors to comply with Law Number 8 of 1995 on Capital Markets and its implementing regulations; and

4. Sebagai penghubung atau *contact person* antara Bank dengan Otoritas Jasa Keuangan serta masyarakat.

4. As liason or contact person between the Bank with the Financial Services Authority and the public.

Profil Sekretaris Perusahaan Corporate Secretary Profile

Ruly Dwi Rahayu Kepala Divisi Corporate Secretary / Head of Corporate Secretary Division

Warga Negara Indonesia, domisili Bekasi. Usia 53 tahun, lahir di Jakarta pada tahun 1965. Menjabat sebagai Sekretaris Perusahaan sejak 2013. Sebelumnya menjabat sebagai Kepala Divisi Manajemen Risiko (2011-2013), Kepala Divisi Manajemen Risiko dan Kepatuhan Bank Victoria (2006-2011), Kepala Satuan Kerja Audit Internal Bank Victoria (1995-2006), dan sebagai Staf Auditor PT Bank Panin Tbk. (1991-1995). Memperoleh gelar Sarjana Kimia dari Universitas Indonesia pada tahun 1990. Sekretaris Perusahaan dijabat oleh Ruly Dwi Rahayu sesuai dengan Surat Keputusan Direksi 012/SK-DIR/HCM/06/15 tanggal 22 Juni 2015.

Indonesian citizen, Bekasi domicile. 53 years old, born in Jakarta in 1965. Occupied the position of Corporate Secretary since 2013. Previously Head of the Risk Management Division (2011-2013), Head of Bank Victoria's Risk and Compliance Management Division (2006-2011), Head of Bank Victoria's Internal Audit Work Unit (1995-2006), and as Auditor Staff of PT Bank Panin Tbk. (1991-1995). Obtained a Bachelor of Chemistry from the University of Indonesia in 1990. The Corporate Secretary is held by Ruly Dwi Rahayu in accordance with Decree of the Board of Directors No. 012/SK-DIR/HCM/06/15 dated 22 Juni 2015, in effect as of 1 February 2013;

PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN TAHUN 2018

Kegiatan yang telah dilakukan Sekreteraris Perusahaan selama tahun 2018:

1. Rapat:

- Rapat Direksi sebanyak 49 (empat puluh sembilan) rapat.
- Rapat Dewan Komisaris sebanyak 9 (sembilan) rapat.
- Rapat Direksi-Dewan Komisaris 16 (enam belas) rapat.
- Rapat Dewan Komisaris – Direktorat 2 (dua) rapat.

2. Membuat dan menyampaikan surat-surat eksternal sebagai berikut:

- Januari : 65 surat
- Februari : 69 Surat
- Maret : 82 Surat
- April : 121 Surat
- Mei : 120 Surat
- Juni : 47 Surat
- Juli : 90 Surat
- Agustus : 67 Surat
- September : 57 Surat
- Oktober : 127 Surat
- November : 59 Surat
- Desember : 88 Surat

3. Membuat dan menyampaikan laporan

- **Laporan Internal**
Bulanan • Memo Intern Perubahan Kepemilikan Saham
Tahunan • Laporan Tahunan Divisi *Corporate Secretary*
- **Laporan Eksternal**

PERFORMANCE OF 2018 CORPORATE SECRETARY DUTIES

Activities performed by the Corporate Secretary in 2018:

1. Meetings:

- Meetings with the Board of Directors, 49 (forty nine) meetings.
- Meetings with the Board of Commissioners, 9 (nine) meetings.
- Meetings with the Board of Directors and Board of Commissioners, 16 (sixteen) meetings.
- Meetings with the Board of Commissioners-Directorate, 2 (two) meetings.

2. Prepare and deliver external letters, as follows:

- January : 65 letters
- February : 69 letters
- March : 82 letters
- April : 121 letters
- May : 120 letters
- June : 47 letters
- July : 90 letters
- August : 67 letters
- September : 57 letters
- October : 127 Surat
- November : 59 letters
- December : 88 letters

3. Prepare and deliver reports

- **Internal Report**
Monthly • Internal Memo Changes in Share Ownership
Annual • Corporate Secretary Division Annual Report
- **External Report**

Laporan Registrasi Pemegang Saham sebanyak 12 kali ke Situs Laman BEI. Shareholder Registration Report 12 times to the IDX website.

Bulan Month	Tanggal Date
Desember 2017 / December 2017	5 Januari 2018 / 5 January 2018
Januari 2018 / January 2018	7 Februari 2018 / 7 February 2018
Februari 2018 / February 2018	7 Maret 2018 / 7 March 2018

Bulan Month	Tanggal Date
Maret 2018 / March 2018	6 April 2018 / 6 April 2018
April 2018 / April 2018	4 Mei 2018 / 4 May 2018
Mei 2018 / May 2018	6 Juni 2018 / 6 June 2018
Juni 2018 / June 2018	5 Juli 2018 / 5 July 2018
Juli 2018 / July 2018	7 Agustus 2018 / 7 August 2018
Agustus 2018 / August 2018	7 September 2018 / 7 September 2018
September 2018 / September 2018	9 Oktober 2018 / 9 October 2018
Oktober 2018 / October 2018	6 November 2018 / 6 November 2018
November 2018 / November 2018	6 Desember 2018 / 6 December 2018
Desember 2018 / December 2018	8 Januari 2019 / 8 January 2019

Laporan Realisasi Penggunaan Dana sebanyak 2 (dua) kali Report on Realization of Use of Funds 2 (two) times

Surat Letter	Tanggal Date
010/DIR-EKS/07/18	5 Juli 2018 / 5 July 2018
006/DIR-EKS/01/19	4 Januari 2019 / 4 January 2019

Laporan Pihak Terkait sebanyak 2 (dua) kali Report of Pertinent Party, 2 (two) times

Surat Letter	Tanggal Date
065/DIR-EKS/07/18	24 Juli 2018 / 24 July 2018
054/DIR-EKS/01/19	10 Januari 2018 / 10 January 2018

Laporan Keterbukaan Informasi pada Situs Laman BEI sebanyak 29 kali Information Transparency Report to IDX website, 29 times

Surat Letter	Tanggal Date
004/CORSEC-EKS/01/18	11 Januari 2018 / 11 January 2018
002/DIR-EKS/02/18	1 Februari 2018 / 1 February 2018
002/CORSEC-EKS/01/18	9 Februari 2018 / 9 February 2018
001/CORSEC-EKS/04/18	4 April 2018 / 4 April 2018
016/DIR-EKS/04/18	5 April 2018 / 5 April 2018
070/DIR-EKS/02/18	16 April 2018 / 16 April 2018
002/CORSEC-EKS/05/18	7 Mei 2018 / 7 May 2018
003/CORSEC-EKS/05/18	7 Mei 2018 / 7 May 2018
005/CORSEC-EKS/05/18	17 Mei 2018 / 17 May 2018
078/DIR-EKS/05/18	22 Mei 2018 / 22 May 2018
016/CORSEC/05/18	25 Mei 2018 / 25 May 2018
089/DIR-EKS/05/18	25 Mei 2018 / 25 May 2018
017/CORSEC-EKS/05/18	28 Mei 2018 / 28 May 2018
064/DIR-EKS/04/18	21 Juni 2018 / 21 June 2018
004/DIR-EKS/06/18	26 Juni 2018 / 26 June 2018
002/CORSEC-EKS/07/18	25 Juni 2018 / 25 June 2018
002/CORSEC-EKS/08/18	20 Agustus 2018 / 20 August 2018
063/DIR-EKS/08/18	30 Agustus 2018 / 30 August 2018
003/DIR-EKS/09/18	3 September 2018 / 3 September 2018
035/DIR-EKS/09/18	13 September 2018 / 13 September 2018
050/DIR-EKS/09/18	25 September 2018 / 25 September 2018
006/DIR-EKS/10/18	2 Oktober 2018 / 2 October 2018
027/DIR-EKS/11/18	13 November 2018 / 13 November 2018
042/DIR-EKS/11/18	21 November 2018 / 21 November 2018

Surat Letter	Tanggal Date
002/CORSEC-EKS/12/18	10 Desember 2018 / 10 December 2018
041/DIR-EKS/12/18	12 Desember 2018 / 12 December 2018
004/CORSEC-EKS/12/18	20 Desember 2018 / 20 December 2018
077/DIR-EKS/12/18	20 Desember 2018 / 20 December 2018
088/DIR-EKS/12/18	31 Desember 2018 / 31 December 2018

Laporan Transaksi Afiliasi sebanyak 14 laporan
Affiliates Transaction Report, 14 Reports

Surat Letter	Tanggal Date
006/DIR-EKS/02/18	5 Februari 2018 / 5 February 2018
044/DIR-EKS/02/18	20 Februari 2018 / 20 February 2018
074/DIR-EKS/03/18	2 April 2018 / 2 April 2018
004/CORSEC-EKS/04/18	24 April 2018 / 24 April 2018
001/DIR-EKS/05/18	2 Mei 2018 / 2 May 2018
007/DIR-EKS/05/18	7 Mei 2018 / 7 May 2018
057/DIR-EKS/05/18	14 Mei 2018 / 14 May 2018
003/CORSEC-EKS/06/18	20 Juni 2018 / 20 June 2018
041/DIR-EKS/09/18	17 September 2018 / 17 September 2018
049/DIR-EKS/09/18	24 September 2018 / 24 September 2018
001/DIR-EKS/10/18	1 Oktober 2018 / 1 October 2018
002/DIR-EKS/10/18	1 Oktober 2018 / 1 October 2018
005/CORSEC-EKS/10/18	17 Oktober 2018 / 17 October 2018
088/DIR-EKS/12/18	31 Desember 2018 / 31 December 2018

Laporan Keuangan Tahunan Kepada Departemen
Perindustrian dan Perdagangan.

Annual Financial Report to the Ministry of Industry
and Trade.

Laporan Penjelasan atas Volatilitas Saham sebanyak 1 (satu) kali
Explanation Report on Share Volatility 1 (one) time

Surat Letter	Tanggal Date
030/DIR-EKS/06/18	8 Juni 2018 / 8 June 2018

4. Mengadakan Rapat Umum Pemegang Saham dan
Publik Expose

4. Hold General Meeting of Shareholders and Public
Expose

Rapat Umum Pemegang Saham General Meeting of Shareholders	Agenda Agenda
RUPST 18 Mei 2018 AGMS, 18 May 2018	• Laporan Tahunan Perseroan • Penetapan penggunaan laba bersih Perseroan • Perubahan susunan pengurus dan pengangkatan kembali pengurus perseroan • Pemberian kuasa dan wewenang kepada wakil pemegang saham untuk menetapkan honorarium Dewan Komisaris dan pemberian kuasa dan wewenang kepada Dewan Komisaris untuk menetapkan pembagian tugas dan tanggung jawab anggota Direksi dan besarnya gaji. • Penunjukan Kantor Akuntan Publik • Persetujuan pengeluaran saham baru tanpa hak memesan efek terlebih dahulu melalui program MSOP • Pertanggungjawaban realisasi penggunaan dana hasil pelaksanaan waran • The Company's Annual Report • Determination of the usage of Company's net profit • Changes in the Company's Management Composition and reappointment • Giving power and authority to the shareholders' representatives to determine the honorarium of the Board of Commissioners and the granting of power and authority to the Board of Commissioners to determine the distribution of duties and responsibilities of members of the Board of Directors and the amount of salary. • Appointment of Public Accounting Firm • Approval of issuing new shares without pre-emptive rights through the MSOP program • Accountability of funds usage realization of gained from public offering

Rapat Umum Pemegang Saham General Meeting of Shareholders	Agenda Agenda
RUPSLB 26 Oktober 2018 EGMS 26 October 2018	- Perubahan Tempat Kedudukan Perseroan - Penegasan kembali pengangkatan anggota Direksi Perseroan - Amendment of Location of Company's Domicile; - Reaffirming the appointment of members of the Company's Board of Directors

Laporan Hasil RUPS sebanyak 2 (dua) kali Report of GMS results, 2 (two) reports

Surat Letter	Tanggal Date
078/DIR-EKS/05/18	22 Mei 2018 / 22 May 2018
118/DIR-EKS/10/18	Oktober 2018 / October 2018

5. Penerbitan Penawaran Umum Berkelanjutan Obligasi dan Obligasi Subordinasi Bank Victoria II tahun 2018

Pada Bulan Juni 2018 Bank Victoria International Tbk mengeluarkan:

- Obligasi yang ditawarkan pada nilai nominal yang terdiri dari 2 (dua) seri Obligasi, yaitu sebagai berikut:
 - Seri A: Jumlah Pokok Obligasi Seri A yang ditawarkan adalah sebesar Rp.100.000.000.000,00 (seratus miliar Rupiah) dengan tingkat bunga tetap sebesar 9,70% (sembilan koma tujuh nol persen) per tahun, berjangka waktu 3 (tiga) tahun sejak Tanggal Emisi.
 - Seri B: Jumlah Pokok Obligasi Seri B yang ditawarkan adalah sebesar Rp200.000.000.000,00 (dua ratus miliar Rupiah) dengan tingkat bunga tetap sebesar 10,30% (sepuluh koma tiga nol persen) per tahun, berjangka waktu 5 (lima) tahun sejak Tanggal Emisi.

Obligasi ini ditawarkan dengan nilai 100% (seratus persen) dari jumlah pokok Obligasi. Bunga Obligasi dibayarkan setiap 3 (tiga) bulan sekali terhitung sejak Tanggal Emisi. Pembayaran Bunga Obligasi pertama akan dilakukan pada tanggal 5 September 2018, sedangkan pembayaran Bunga Obligasi terakhir akan dilakukan pada tanggal jatuh tempo masing-masing seri Obligasi yaitu pada tanggal 5 Juni 2021 untuk Obligasi Seri A dan 5 Juni 2023 untuk Obligasi Seri B.

- Obligasi Subordinasi sebesar Rp350.000.000.000,00 (tiga ratus lima puluh miliar Rupiah) ditawarkan pada nilai nominal berjangka waktu 7 (tujuh) tahun terhitung sejak Tanggal Emisi. Obligasi Subordinasi diterbitkan dengan tingkat bunga tetap untuk tahun ke-1 (satu) sampai dengan tahun ke-7 (tujuh) adalah sebesar 11,00% (sebelas koma nol nol persen) per tahun. Obligasi Subordinasi ini ditawarkan dengan nilai 100% (seratus persen) dari jumlah pokok Obligasi Subordinasi. Bunga Obligasi Subordinasi dibayarkan setiap 3 (tiga) bulan sekali terhitung sejak Tanggal Emisi pada Tanggal Pembayaran Bunga Obligasi Subordinasi yang untuk pertama kalinya akan dilakukan pada tanggal 5 September 2018, sedangkan pembayaran Bunga Obligasi Subordinasi terakhir akan dilakukan pada tanggal jatuh tempo Obligasi Subordinasi yaitu pada tanggal 5 Juni 2025.

5. Issuance of Public Offering of Continuous Bond and Subordinated Bonds II Bank Victoria of 2017.

In June 2018 Bank Victoria International Tbk issued:

- Bonds offered at a nominal value consisting of 2 (two) Bond series, namely:
 - Series A: The Series A Bonds Principal offered is Rp.100,000,000,000.00 (one hundred billion Rupiah) with a fixed interest rate of 9.70% (nine point seven zero percent) per annum, with a term of 3 (three) years as of the Issuance Date .
 - Series B: The Series B Bonds Principal offered is Rp. 200,000,000,000.00 (two hundred billion Rupiah) with a fixed interest rate of 10.30% (ten point three zero percent) per annum, with a period of 5 (five) years as of the Issuance Date.

These bonds are offered with a value of 100% (one hundred percent) of the principal amount of the bonds. Bond Interest is paid every 3 (three) months as of the Issuance Date. The first Bond Interest Payment will be made on 5 September 2018, while the final Bond Interest payment will be made on the maturity date of each Bond series, namely on 5 June 2021 for Series A Bonds and 5 June 2023 for Series B Bonds.

- Subordinated Bonds amounting to Rp.350,000,000,000.00 (three hundred fifty billion Rupiah) are offered at a nominal value of 7 (seven) years since the Issuance Date. Subordinated Bonds are issued with a fixed interest rate for the first year up to the seventh year which is 11.00% (eleven point zero zero percent) per annum. This Subordinated Bond is offered at a value of 100% (one hundred percent) of the principal amount of Subordinated Bonds. Subordinated Bond Interest is paid every 3 (three) months from the Issuance Date on the Subordinated Bond Interest Payment Date, with first payment on 5 September 2018, while the final Subordinated Bond Interest payment will be made on the maturity date of the Subordinated Bond or 5 June 2025.

6. Pemeringkatan Tahunan dan Pemeringkatan

Hasil pemeringkatan tahunan oleh Perusahaan Pemeringkat Efek PT. Pefindo dengan peringkat sebagai berikut:

1. Pemantauan Obligasi Bank Victoria IV tahun 2013 dengan tingkat bunga Tetap Periode 2 April 2018 sampai dengan 1 April 2019 dengan peringkat id A- (*single A Minus*).
2. Pemantauan Obligasi Subordinasi Bank Victoria II tahun 2012 dengan tingkat bunga Tetap dan Obligasi Subordinasi Bank Victoria III tahun 2013 dengan tingkat bunga Tetap Periode 2 April 2018 sampai dengan 1 April 2019 dengan peringkat id BBB+ (*triple B plus*).
3. Pemantauan Tahunan Pemeringkatan PT. Bank Victoria International Tbk periode 2 April 2018 sampai dengan 1 April 2019 dengan peringkat id A- (*single A Minus*).
4. Pemantauan Pemeringkatan atas Obligasi Berkelanjutan I Tahun 2017 PT. Bank Victoria International Tbk periode 2 April 2018 sampai dengan 1 April 2019 dengan peringkat id A- (*single A Minus*).
5. Pemantauan Pemeringkatan atas Obligasi Subordinasi Berkelanjutan I Tahun 2017 PT. Bank Victoria International Tbk periode 2 April 2018 sampai dengan 1 April 2019 dengan peringkat id BBB (*Triple B*).
6. Pemantauan Pemeringkatan atas PT. Bank Victoria International Tbk periode 2 April 2018 sampai dengan 1 April 2019 dengan peringkat id A- (*single A Minus*).
7. Pemeringkatan atas Obligasi Subordinasi Berkelanjutan I Tahap II Tahun 2018 PT. Bank Victoria International Tbk periode 2 April 2018 sampai dengan 1 April 2019 dengan peringkat id BBB (*Triple B*).
8. Pemeringkatan atas Obligasi Berkelanjutan I Tahap II Tahun 2018 PT. Bank Victoria International Tbk periode 2 April 2018 sampai dengan 1 April 2019 dengan peringkat id A- (*Single A minus*).

7. Annual Report

Bank Victoria telah membuat dan mengirimkan Annual Report Tahun 2017 kepada regulator sesuai dengan peraturan secara tepat waktu.

8. Public Expose

1. Publik *Expose* Tahunan tanggal 18 Mei 2018
2. Publik *Expose* Insidentil pada Investor Summit di Makassar tanggal 27 September 2018.

9. Training 2018

Tanggal Date	Nama Karyawan Name of Employee	Judul Training Training Title	Penyelenggara Organizer
13 Februari 2018 13 February 2018	Ruly Dwi Rahayu	Pendalaman POJK No.29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik dan POJK No.30/SEOJK.04/2016 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik. Intensive analysis of POJK No.29/POJK.04/2016 on Annual Report of Stock Issuers or Public Companies and POJK No.30/SEOJK.04/2016 on Format and Contents of Annual Report of Stock Issuers or Public Companies.	OJK Pasar Modal Intensive

6. Annual Ranking and Ranking

Annual ranking by the Securities Rating Company, PT. Pefindo, with the following ratings:

1. Monitoring of Bank Victoria IV Bonds in 2013 with a fixed interest rate for the period 2 April 2018 until 1 April 2019 with id A- (*single A Minus*) rating.
2. Monitoring of the 2012 Bank Victoria II Subordinated Bonds with a fixed interest rate and Bank Victoria III Subordinated Bonds in 2013 with a fixed interest rate for the of period 2 April 2018 to 1 April 2019 with BBB + id (*triple B plus*) rating.
3. Annual Monitoring of PT. Bank Victoria International Tbk rating for 2 April 2018 until 1 April 2019 with id A- (*single A Minus*) rating.
4. Rating Monitoring of 2017 PT. Bank Victoria International Tbk Sustainable Bonds for 2 April 2018 until 1 April 2019 with id A- (*single A Minus*) rating.
5. Rating Monitoring of 2017 PT. Bank Victoria International Tbk Continuous Subordinated Bonds I for 2 April 2018 to 1 April 2019 with id BBB (*Triple B*) rating.
6. Rating Monitoring of PT. Bank Victoria International Tbk for 2 April 2018 until 1 April 2019 with id A- (*single A Minus*) rating.
7. Rating of 2018 PT. Bank Victoria International Tbk Continuous Subordinated Bonds I Phase II for 2 April 2018 to 1 April 2019 with id BBB (*Triple B*) rating.
8. Rating of 2018 PT. Bank Victoria International Tbk Continuous Subordinated Bonds I Phase II for 2 April 2018 until 1 April 2019 with id A- (*Single A minus*) rating.

7. Annual Report

Bank Victoria has prepared and delivered the 2017 Annual Report to regulators in accordance with prevailing rules in a timely manner.

8. Public Expose

1. Annual Public Expose on 18 May 2018
2. Incidental Public Expose at Investors Summit in Makassar on 27 September 2018.

9. 2018 Training

Tanggal Date	Nama Karyawan Name of Employee	Judul Training Training Title	Penyelenggara Organizer
13 Maret 2018 13 March 2018	Ruly Dwi Rahayu	Sosialisasi POJK No.13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan dan POJK No.32/POJK.04/ 2014 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka Dissemination of information of POJK No.13/POJK.03/2017 on Use of Services of Public Accountants and Public Accounting Firms in Financial Services Activities and POJK No.32/POJK.04/ 2014 on the Planning and Organizing of General Meeting of Shareholders in Public Companies	PT.BEI dan OJK PT.BEI and OJK
17 April 2018 17 April 2018	Ruly Dwi Rahayu	Sosialisasi POJK No.33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik & POJK No. 58/POJK.04/2017 tentang Penyampaian Pernyataan Pendaftaran atau Pengajuan Aksi Korporasi Secara Elektronik Dissemination of information of POJK No.33/POJK.04/2014 on the Board of Directors, Board of Commissioners of Stock Issuers or Public Companies and POJK No. 58/POJK.04/2017 on Submission of Registration Statement or Submission of Corporate Action Electronically	AEI AEI
18 April 2018 18 April 2018	Ruly Dwi Rahayu	Seminar POJK No.32/POJK.04/2015 tentang Penambahan Modal Perusahaan Terbuka dengan Memberikan Hak Memesan Efek Terlebih Dahulu Seminar regarding POJK No.32/POJK.04/2015 on Capital Increase of Public Companies by Providing Pre-emptive Rights	PT.BEI, ICSA, OJK PT.BEI, ICSA, OJK
8 – 9 Mei 2018 8 – 9 May 2018	Ilmia Sari	<i>Optimizing Your Personality For Good Secretary</i> Optimizing Your Personality for Good Secretary	Synergy Synergy
9 Mei 2018 9 May 2018	Ruly Dwi Rahayu	POJK No.3/POJK.04/2018 tentang Perubahan atas POJK No.18/ POJK.04/2015 Tentang Penerbitan dan Persyaratan Sukuk POJK No.3/POJK.04/2018 on Amendment of POJK No.18/ POJK.04/2015 on Sukuk Issuance and Requirements	AEI, PT. BEI, OJK Pasar Modal AEI, PT. BEI, OJK Capital Market
23 Juli 2018 23 July 2018	Ruly Dwi Rahayu	Konsekuensi Undang Undang Pasar Modal bagi Perusahaan Publik dan Hal-hal yang Perlu Diwaspadai oleh Corporate Secretary Consequences of the Capital Market Law for Public Companies and Matters that Corporate Secretary need to be knowledgeable	ICSA, PT.BEI ICSA, PT. BEI
24 Juli 2018 24 July 2018	Ruly Dwi Rahayu	<i>Workshop E-Registration</i> Obligasi/Sukuk Perbankan dan Simulasi Sistem Banking Sukuk/Bonds E-Registration and System Simulation Workshop	OJK OJK
14 Agustus 2018 14 August 2018	Ruly Dwi Rahayu	Hal-hal yang harus diwaspadai oleh Corporate Secretary dari Peraturan BAPEPAM LK IX-E-2 tentang Transaksi Material dan Perubahan Kegiatan Usaha Utama Matters that Corporate Secretary need to be knowledgeable of BAPEPAM LK IX-E-2 Regulation on Material Transactions and Primary Business Activities Change	ICSA dan PT.BEI ICSA and PT.BEI
12 - 13 September 2018 12 - 13 September 2018	Ruly Dwi Rahayu	<i>Corporate Legal dan Corporate Action</i> Corporate Legal and Corporate Action	ICSA Intensive
18 September 2018 18 September 2018	Ruly Dwi Rahayu	Seminar “Menuju Pasar Modal Modern di Era Ekonomi Digital” Towards Modern Capital Markets in the Digital Economy Era” Seminar	PT.BEI dan OJK Pasar Modal PT.BEI and OJK Capital Market
20 September 2018 20 September 2018	Ruly Dwi Rahayu	Dengar Pendapat Konsep Peraturan Nomor I-A tentang Pencatatan Dan Efek Bersifat Ekuitas Selain Saham Yang Diterbitkan Oleh Perusahaan Tercatat Concept hearing on Regulation Number I-A on Registration and Equity-Type Securities Other than Shares Issued by the Listed Companies	PT.BEI dan OJK PT.BEI and OJK

Tanggal Date	Nama Karyawan Name of Employee	Judul Training Training Title	Penyelenggara Organizer
8 Oktober 2018 8 October 2018	Ruly Dwi Rahayu	Peluncuran Tampilan Baru dan Situs Laman IDX Channel Launching of IDX Channel Web Site New Look	PT.BEI PT. BEI
9 Oktober 2018 9 October 2018	Ruly Dwi Rahayu	Peran <i>Underwriter</i> dan Wali Amanat Dalam <i>Corporate Action</i> The Role of Underwriters and Trustees in Corporate Action	PT.BEI PT. BEI
31 Oktober 2018 31 October 2018	Ruly Dwi Rahayu	Pembukaan Rekening RDN Opening of RDN account	PT.KSEI dan PT. BEI PT. KSEI and PT. BEI
6 Desember 2018 6 December 2018	Ruly Dwi Rahayu	Sosialisasi Pengenalan <i>E-Proxy</i> yang diselenggarakan oleh PT.BEI, PT.KSEI, ICSA E-Proxy introduction dissemination held by PT. BEI, PT. KSEI, ICSA	ICSA ICSA

10. Corporate Social Responsibility

Selama tahun 2018 Perusahaan telah melaksanakan kegiatan CSR sebagai berikut:

1. Pemberian Beasiswa Pendidikan Anak Alm. Sutiardi (Eks Karyawan Bank Victoria).
Granting of scholarship for the child of the late Sutiardi (former Bank Victoria employee)
2. CSR pemberian bantuan kepada karyawan yang terkena musibah kebakaran.
CSR donates aid to employees who were fire victims.
3. Pemberian Bantuan Sosial Kemasyarakatan Panti Werdha Wisma Mulia, Jakarta, 2 Maret 2018.
Community Social Aid Donation for Panti Werdha Wisma Mulia, Jakarta, 2 March 2018.
4. Pemberian Bantuan Beras kepada Karyawan Bank Victoria dan Group.
Rice Assistance Donation to employees of Bank Victoria and group.
5. Pemberian Santunan Kepada Yayasan Al Anwar Pdk Aren Tangerang Selatan, Yayasan Yatim Choirul Amal Cikasungka Solear Karawaci Tangerang, dan Santunan Anak Alm. Sigit Sukoco dan Alm. Sutiardi (Eks Karyawan Bank Victoria).
Donations to Yayasan Al Anwar Pdk Aren Tangerang Selatan, Yayasan Yatim Choirul Amal Cikasungka Solear Karawaci Tangerang, and aid for the children of the late Sigit Sukoco and Sutiardi (former Bank Victoria employees)
6. CSR Victoria Peduli Korban Gempa Lombok, 21 September 2018.
CSR activity, Victoria Cares for Lombok Earthquake Victims, 21 September 2018.
7. CSR OJK dan Industri Jasa Keuangan Peduli Bencana Gempa dan Tsunami Palu Donggala 18 Oktober 2018.
CSR activity, OJK and Financial Services Industry Cares for Palu Donggala Earthquake and Tsunami Disaster Victims, 18 Oktober 2018.
8. CSR Gereja Sidang Jemaat Allah, Mangga Dua Jakarta, 16 November 2018.
CSR activity, Church of Sidang Jemaat Allah, Mangga Dua Jakarta, 16 November 2018.
9. CSR Yayasan Kasih Orang Tua dan Peduli Anak PNIEL, Bintaro Jakarta, 30 November 2018.
CSR activity, Yayasan Kasih Orang Tua dan Peduli Anak PNIEL, Bintaro Jakarta, 30 November 2018.
10. CSR SD Laksa Bhakti Jembatan 5, Tambora, Jakarta Barat 20 Desember 2018.
CSR activity, Laksa Bhakti Jembatan 5 Elementary School, West Jakarta, 20 December 2018.

10. Corporate Social Responsibility

During 2018, the Company has performed the following CSR activities:

AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

Audit Internal/Integrated and Anti Fraud adalah organ di bawah Direksi yang berperan dalam melaksanakan kegiatan *assurance* dan *consulting* secara independen dan objektif yang dirancang untuk memberikan nilai tambah dan meningkatkan kualitas operasional Bank. Organ ini juga ditujukan untuk membantu Bank mencapai tujuannya melalui suatu pendekatan yang sistematis dan teratur untuk mengevaluasi dan meningkatkan efektivitas pengelolaan risiko dan pengendalian internal dalam proses *governance*.

Audit Internal/Integrated and Anti Fraud dibentuk berdasarkan Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2014 dan Surat Edaran No. 15/SEOJK.03/2015 tentang Penerapan Tata Kelola Terintegrasi bagi Konglomerasi Keuangan, serta Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.

AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

Internal Audit/Integrated and Anti-Fraud Division is an organ under the Board of Directors whose role is to carry out assurance and consulting activities independently and objectively, and which are designed to provide added value and improve the Bank's operations quality. This organ is also intended to help the Bank achieve its objectives through a systematic and regular approach to evaluate and improve the effectiveness of risk management and internal control in the governance process.

Internal Audit/Integrated and Anti-Fraud Division was established based on the Financial Services Authority Regulation No. 18/POJK.03/2014 and Circular No. 15/SEOJK.03/2015 on the Implementation of Integrated Governance for Financial Services Conglomeration, and the Financial Services Authority Regulation No. 56/POJK.04/2015 on the Establishment of and Guideline for the Preparation of the Internal Audit Unit's Charter.

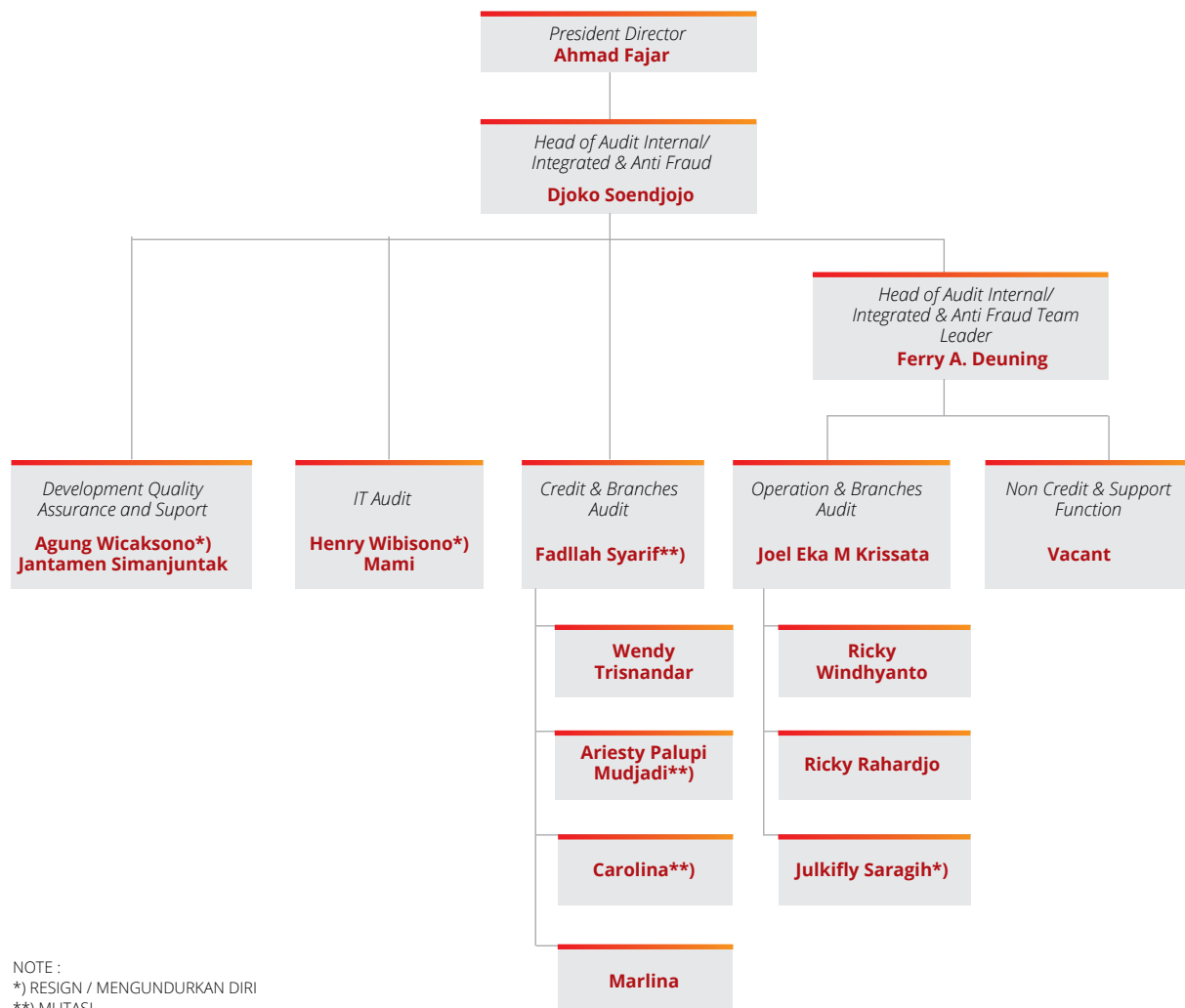
STRUKTUR ORGANISASI DAN KETUA AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

Berdasarkan Surat Keputusan Direksi No. 001/SK-DIR/10/17 tanggal 2 Oktober 2017 tentang Struktur Organisasi PT Bank Victoria International Tbk, maka struktur organisasi *Audit Internal/Integrated and Anti Fraud* sebagai berikut:

ORGANIZATION STRUCTURE AND CHAIRMAN OF THE AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

Pursuant to Decree of the Board of Directors No. 001/SK-DIR/10/17 dated 2 October 2017 on PT Bank Victoria International Tbk Organizational Structure, the organizational structure of Internal Audit/Integrated and Anti-Fraud Division is as follows:

Skema Struktur Organisasi Audit Internal/Integrated and Anti Fraud Organizational Structure of Internal Audit/Integrated and Anti-Fraud Division



KEDUDUKAN AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD DALAM STRUKTUR ORGANISASI

Audit Internal/Integrated and Anti Fraud merupakan organ kerja independen yang berada dan bertanggung jawab secara langsung kepada Direktur Utama. Divisi ini memiliki jalur komunikasi langsung dengan Komite Audit dan Dewan Komisaris. Selain itu, Divisi ini memiliki akses yang tidak terbatas terhadap seluruh aktivitas di Bank dan merupakan mitra manajemen dalam mewujudkan implementasi GCG.

PROFIL KEPALA AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

Profil Kepala Audit Internal/Integrated and Anti Fraud per 31 Desember 2018 adalah sebagai berikut:

Drs. Ridwan Moezwir, Ak. MM

Warga Negara Indonesia, lahir di Bandung pada tahun 1962. Meraih gelar Sarjana Akuntansi dari Universitas Padjadjaran tahun 1986.

Beliau memiliki pengalaman sebagai Pemeriksa Pajak – Keinspekturan Pajak di Inspektorat Jenderal Depkeu RI (1987 – 1990), *Operation Audit Division Head* di PT Bank Niaga Tbk. (2003), *Deputy Head and Acting Head of Internal Audit* di PT Bank Permata Tbk. (2006), Kepala Satuan Kerja Audit Intern (SKAI) di PT Bank Agroniaga Tbk. (2008), *Head of Internal Audit* (SKAI) di PT Bank UOB Indonesia (2017), dan saat ini Beliau menjabat sebagai *Head of Internal Audit* (SKAI) di PT Bank Victoria Tbk. (2018).

Indonesian Citizen, born in Jakarta in 1962. Obtained a Bachelor of Accounting from the University of Padjadjaran in 1986.

He has the experience of being a Tax Examiner - Tax Inspectorate of the Republic of Indonesia Ministry of Finance Inspectorate General (1987 – 1990), *Operation Audit Division Head* at PT Bank Niaga Tbk. (2003), *Deputy Head and Acting Head of Internal Audit Work Unit* at PT Bank Permata Tbk. (2006), *Head of Internal Audit Work Unit* (SKAI) at PT Bank Agroniaga Tbk. (2008), *Head of Internal Audit Work Unit* (SKAI) at PT Bank UOB Indonesia (2017), and currently he is the *Head of Internal Audit Work Unit* (SKAI) at PT Bank Victoria Tbk. (2018).

POSITION OF AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD IN THE ORGANIZATION STRUCTURE

Internal Audit/Integrated and Anti-Fraud Division is an independent organ directly responsible to the President Director. This division has a direct communication channel with the Audit Committee and the Board of Commissioners. In addition, this Division has unlimited access to all Bank activities, and is a management partner in realizing GCG implementation.

HEAD OF AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD PROFILE

Profile of the Head of Audit Internal/Integrated and Anti Fraud Division as at 31 December 2015, as follows:

PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN KEPALA AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

Divisi ini dipimpin oleh Kepala Divisi *Audit Internal/Integrated and Anti Fraud* yang diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Komisaris dan dilaporkan kepada Otoritas Jasa Keuangan.

INTERNAL AUDIT CHARTER

Audit Internal/Integrated and Anti Fraud memiliki beberapa pedoman dalam melaksanakan tugas dan tanggung jawabnya. Seluruh pedoman senantiasa di kaji ulang dan dimutakhirkan sesuai kondisi dan perkembangan organisasi, serta sesuai perubahan peraturan perundang-undangan yang berlaku.

1. Piagam Audit Internal (*Internal Audit Charter*)

Audit Internal/Integrated and Anti Fraud memiliki Piagam Audit Internal sebagai pedoman utama pelaksanaan fungsinya. Piagam tersebut telah dimutakhirkan dan disahkan melalui Surat Keputusan Direksi 001/SK-DIR/02/16 tanggal 7 Maret 2018 tentang Piagam Audit Internal (*Internal Audit Charter*). Piagam Audit Internal berperan dalam penguatan peran dan tanggung jawab serta dasar keberadaan dan pelaksanaan tugas-tugas pengawasan bagi *Audit Internal/Integrated and Anti Fraud*.

Piagam Audit Internal memuat uraian tentang:

1. Visi dan Misi Audit Internal;
2. Ruang Lingkup Kegiatan Internal Audit;
3. Independensi;
4. Wewenang;
5. Tanggung Jawab;

PARTIES APPOINTING AND DISMISSING THE HEAD OF AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

This division is led by the Division Head of Internal Audit/Integrated and Anti-Fraud Division, and appointed and discharged by the President Director with the approval of the Board of Commissioners, and reported to the Financial Services Authority of Indonesia.

INTERNAL AUDIT CHARTER

Internal Audit/Integrated and Anti-Fraud Division has a number of guidelines in implementing its duties and responsibilities. All guidelines are routinely reviewed and updated in accordance with organizational conditions and developments, as well as amendments in prevailing laws and regulations.

1. Internal Audit Charter

Internal Audit/Integrated and Anti-Fraud Division has an Internal Audit Charter as the main guideline in implementing its functions. This Charter has been updated and ratified through Decree of the Board of Directors 001/SK-DIR/02/16 dated 7 Maret 2018 on the Internal Audit Division's Charter. The Internal Audit Charter plays a role in the strengthening of its role and responsibilities as well as the foundation of its existence and the implementation of oversight duties for Internal Audit/Integrated and Anti-Fraud Division.

The Internal Audit Charter contains:

1. Vision and Mission of Internal Audit;
2. Scope of Internal Audit Activities;
3. Independence;
4. Authority;
5. responsibility;

6. Kode Etik;
7. Struktur.

2. Sistem Prosedur dan Teknik Pemeriksaan Internal

Sistem Prosedur dan Teknik Pemeriksaan Internal merupakan pedoman kerja teknis *Audit Internal/Integrated and Anti Fraud*. Pedoman tersebut telah dimutakhirkan berdasarkan Surat Keputusan Direksi No.007/SK-DIR/12/17 tanggal 21 Desember 2017 tentang Sistem Prosedur dan Teknik Pemeriksaan Internal.

3. Kebijakan SKAI/Terintegrasi

Dalam rangka implementasi SKAI/Terintegrasi sebagaimana diamanatkan pada Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2014 tanggal 18 November 2014 dan Surat Edaran No. 15/SEOJK.03/2015 tanggal 25 Mei 2015 tentang Penerapan Tata Kelola Terintegrasi Bagi Konglomerasi Keuangan, maka Bank telah memiliki Kebijakan SKAI/Terintegrasi yang tertuang pada Surat Keputusan Direksi No. 004/SK-DIR/11/15 tanggal 16 November 2015 dan telah dimutakhirkan berdasarkan Surat Keputusan Direksi No. 003/SK-DIR/02/17 tanggal 23 Februari 2017 tentang Kebijakan Satuan Kerja Audit Intern Terintegrasi (SKAI Terintegrasi) Grup Victoria.

4. Standar Operasional Prosedur Anti Fraud

Terkait pelaksanaan fungsi peningkatan terhadap efektifitas pengendalian intern dalam meminimalkan risiko *fraud*, maka *Audit Internal/Integrated and Anti Fraud* telah memiliki Standar Operasional Prosedur Anti *Fraud* yang telah dimutakhirkan melalui Surat Keputusan Direksi No. 006/SK-DIR/11/16 tanggal 28 November 2016 tentang Standar Operasional Prosedur Anti *Fraud*.

5. Standar Operasional Prosedur Whistleblowing System

Audit Internal/Integrated and Anti Fraud juga berperan dalam penerapan *whistleblowing system* berdasarkan Surat Keputusan Direksi No. 006/SK-DIR/02/16 tanggal 19 Februari 2016 tentang Standar Operasional Prosedur *Whistleblowing System* PT Bank Victoria International Tbk.

TUGAS DAN TANGGUNG JAWAB AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

Audit Internal/Integrated and Anti Fraud memiliki tugas dan tanggung jawab yang meliputi:

1. Membantu tugas Direktur Utama dan Dewan Komisaris dalam melakukan pengawasan dengan cara menjabarkan secara operasional, baik perencanaan, pelaksanaan maupun pemantauan hasil audit;
2. Membuat analisis dan penilaian di bidang keuangan, akuntansi, operasional, dan kegiatan lainnya melalui pemeriksaan langsung dan pengawasan secara tidak langsung;
3. Mengidentifikasi segala kemungkinan untuk memperbaiki dan meningkatkan efisiensi penggunaan sumber daya dan dana;
4. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkatan manajemen;
5. Melaksanakan audit internal terintegrasi dalam rangka pengendalian internal terintegrasi.

6. Code of Ethics;
7. Structure.

2. Internal Audit System Procedure and Techniques

The Internal Audit System Procedure and Techniques is a technical work guideline for the Internal Audit/Integrated and Anti-Fraud Division. This guideline has been updated based on Decree of the Board of Directors No.007 / SK-DIR / 12/17 dated 21 December 2017 on the Internal Audit System Procedure and Techniques.

3. SKAI/Integrated Policy

The implementation of SKAI/Integrated is performed in accordance with the Financial Services Authority Regulation No. 18/POJK.03/2014 dated 18 November 2014 and Circular of the Financial Services Authority No. 15/SEOJK.03/2015 dated 25 May 2015 on the Implementation of Integrated Governance for Financial Services Conglomeration, therefore the Bank has a SKAI/Integrated policy which is stipulated in Decree of the Board of Directors No. 004/POJK.03/2014 dated 16 November 2014 and Circular of the Financial Services Authority No. 003/SK-DIR/02/17 dated 23 February 2017 Internal Audit Work Unit Integrated (SKAI/Terintegrasi) of the Victoria Group.

4. Anti-Fraud Standard Operating Procedure

Pertinent to the implementation of the internal control effectiveness function increase in minimizing fraud risk, Internal Audit/Integrated and Anti-Fraud Division already has an Anti-Fraud Standard Operating Procedure which has been updated through Decree of the Board of Directors No. 006 / SK-DIR / 11/16 dated 28 November 2016 on Standard Operating Procedures for Anti-Fraud.

5. Standard Operating Procedure of Whistleblowing System

Internal Audit/Integrated and Anti-Fraud are also involved in the implementation of the whistleblowing system, based on Decree of the Board of Directors No. 006/SK-DIR 02/16 dated 19 Februari 2016 on Standard Operating Procedure of Whistleblowing System in PT Bank Victoria International Tbk.

DUTIES AND RESPONSIBILITIES OF THE AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

The Internal Audit/Integrated and Anti-Fraud Division has the duties and responsibilities that cover:

1. Assist the President Director and the Board of Commissioners in performing oversight by outlining in terms of operational, planning, implementation and monitoring of audit results;
2. Prepare analysis and assessment in the fields of finance, accounting, operations, and other activities through direct inspection and indirect supervision;
3. Identify all possibilities to improve and increase efficiency on the use of resources and funds;
4. Provide suggestions for improvements and objective information regarding activities examined at all levels of management;
5. Perform integrated internal audits in the context of integrated internal control.

6. Mengidentifikasi seluruh kegiatan kredit, operasional, pemberian hadiah/*voucher* dan kegiatan pengadaan barang dan jasa;
7. Sosialisasi/*workshop* tentang bahaya *fraud*, serta unsur-unsur *fraud* kepada seluruh karyawan;
8. Melaksanakan kegiatan *surprise* audit; dan
9. Menjalankan fungsi sebagai audit internal terintegrasi dan anti *fraud*.

KEWENANGAN AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

Audit Internal/Integrated and Anti Fraud memiliki kewenangan untuk:

1. Memiliki akses pada seluruh fungsi organisasi, catatan, karyawan, sumber daya dan dana serta aset Bank lainnya yang berkaitan dengan pelaksanaan audit;
2. Memiliki akses komunikasi dengan Dewan Komisaris melalui Komite Audit;
3. Mengalokasikan sumber daya, memilih subyek audit, menentukan frekuensi dan cakupan kegiatan yang diperlukan untuk mencapai tujuan audit;
4. Mendapatkan bantuan yang diperlukan dari personil unit yang di audit maupun tenaga ahli baik dari lingkungan dalam maupun luar organisasi.

KOMPOSISI PERSONIL AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

Seluruh personil *Audit Internal/Integrated and Anti Fraud* memiliki latar belakang Pendidikan dan kompetensi yang memadai dalam menjalankan tugas sebagai auditor. Tahun 2018, jumlah personil Internal Audit sebanyak 11 (sebelas) orang.

SERTIFIKASI PROFESI INTERNAL AUDIT

Auditor Internal membutuhkan kemampuan yang lebih dibandingkan unit kerja lainnya. Salah satu parameter yang menjadi tolak ukur kemampuan dan keahlian auditor adalah pengalaman perbankan baik dari segi operasional, bisnis, dan *supporting*. Selain pengalaman dan strata pendidikan, sertifikasi juga faktor penting dalam meningkatkan keahlian auditor internal.

Pada tahun 2018 sebanyak 3 (tiga) personil *Audit Internal/Integrated and Anti Fraud* telah mengikuti Sertifikasi Profesi Internal Audit untuk level auditor.

KODE ETIK AUDITOR

Auditor internal dituntut untuk mematuhi dan menerapkan Kode Etik, yaitu:

- a. Berperilaku jujur, santun, tidak tercela, obyektif, dan bertanggung jawab;
- b. Memiliki dedikasi tinggi;
- c. Tidak akan menerima apapun yang dapat mempengaruhi pendapat profesionalnya;
- d. Menjaga prinsip kerahasiaan sesuai dengan ketentuan dan undang-undangan yang berlaku; dan
- e. Terus meningkatkan kemampuan profesional.

LAPORAN SINGKAT PELAKSANAAN KEGIATAN INTERNAL AUDIT TAHUN 2018

Program Kerja Internal Audit

Program kerja Internal Audit tahun 2018 ditekankan kepada dua hal, yaitu Pengembangan dan pemeriksaan yang berbasis kepada *Risk Based Internal Audit* (RBIA).

6. Identify all credit activities, operations, rendering of gift/ vouchers as well as goods and services procurement activities;
7. Dissemination/workshop on the dangers of fraud, as well as elements of fraud to all employees;
8. Perform unscheduled audit activities; and
9. Perform functions of an integrated internal audit and Anti-Fraud.

AUTHORITY OF AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

Audit Internal/Integrated and Anti Fraud Division has the authority to:

1. Have access to all organizational functions, records, employees, resources and funds as well as other Bank assets relating to the performance of audits;
2. Have access to communications with the Board of Commissioners through the Audit Committee;
3. Allocate resources, select audit subjects, determine the frequency and scope of activities needed to achieve audit objectives;
4. Obtain necessary assistance from audited unit personnel and experts from both inside and outside of the organization.

PERSONNEL COMPOSITION OF AUDIT INTERNAL/INTEGRATED AND ANTI FRAUD

All Internal / Integrated and Anti-Fraud Audit personnel have sufficient educational background and competence in carrying out their duties as auditors. During 2018, there were 11 (eleven) Internal Audit personnel.

INTERNAL AUDIT PROFESSIONAL CERTIFICATION

Internal auditors need more comprehensive capabilities than other work units. One of the parameters that becomes a benchmark for auditors' abilities and expertise is banking experience in operations, business, and supporting aspects. In addition to experience and educational background, certification also an important factor in increasing an internal auditor's expertise.

In 2018, 3 (three) Internal Audit/Integrated and Anti-Fraud personnel have attended an Internal Audit Professional Certification for auditor level.

AUDITOR OF CODE OF CONDUCT

Internal auditors are required to comply with and implement the Code of Conduct, namely:

- a. Honest, polite, impeccable, objective and accountable;
- b. Have a high level of dedication;
- c. Will not accept anything that may affect his professional opinion;
- d. Maintain the principles of confidentiality in accordance with prevailing rules and regulations; and
- e. Continuously improve professional capabilities.

BRIEF REPORT ON 2018 INTERNAL AUDIT ACTIVITIES

Internal Audit Work Program

The Internal Audit work program in 2018 emphasizes on two matters, namely Development and inspection based on Risk Based Internal Audit (RBIA).

Pengembangan

Pengembangan meliputi:

- a. Kegiatan pengembangan dan peningkatan kualitas Internal Audit melalui *Improvement* dibidang organisasi, sumber daya manusia (auditor), metodologi, proses dan infrastruktur.
- b. Mengembangkan dan mengimplementasikan fungsi SKAI terintegrasi sebagaimana Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2014 tanggal 18 November 2014 dan Surat Edaran No. 15/SEOJK.03/2015 tanggal 25 Mei 2015 tentang penerapan Tata Kelola Terintegrasi bagi konglomerasi keuangan.
- c. Melakukan *improvement* peran dan fungsi 'Anti-Fraud' dengan tujuan untuk lebih meningkatkan *awareness* terhadap *fraud* dan meminimalisir kejadian *Fraud*.

Pemeriksaan

Pemeriksaan Tahun 2018 berbasis risiko (*Risk Based Internal Audit*) dengan memperhatikan hal-hal sebagai berikut:

- a. Pemilihan Unit Kerja organisasi/ aktivitas yang diperiksa.
- b. Ruang lingkup pemeriksaan Tahun 2018
- c. Fokus utama kegiatan pemeriksaan Satuan Kerja Audit Internal/Anti *Fraud*.

Metode Audit

Bank Victoria telah menerapkan metode audit yang berbasis risiko (*risk based internal audit/RBIA*) yang dijelaskan sebagai berikut:

1. Perencanaan pemeriksaan kantor-kantor dengan melakukan *mapping* potensi risiko kredit dan operasional dengan tujuan untuk lebih mengefektifkan proses pemeriksaan.
 - a. Potensi risiko kredit diukur dari: Kantor cabang/cabang pembantu/kas yang memiliki NPL di atas 1% (satu persen). Kantor cabang/cabang pembantu/kas yang memiliki *outstanding* kredit yang porsinya di atas 1% (satu persen) dari total kredit konsolidasi.
 - b. Potensi risiko operasional diukur dari: kantor cabang/ cabang pembantu/kas yang memiliki total 6 (enam) kesalahan dalam 1 (satu) semester (rata-rata 1 kesalahan) berdasarkan Laporan *Zero Defect* dari *Internal Control*.
2. Persiapan data, pengumpulan data dan informasi, seperti aktivitas operasional, kredit dan Unit Kerja, Laporan Hasil Pemeriksaan (LHP), dan temuan tahun sebelumnya.
3. Pelaksanaan pemeriksaan di lapangan dan menindaklanjuti temuan Audit Internal/*Integrated and Anti Fraud* tahun sebelumnya.
4. Penyusunan hasil temuan dan pemaparan risiko yang dihadapi, penyebab, dampak, dan rekomendasi.
5. Penyusunan LHP sesuai format yang sudah disetujui, seperti pemberian nilai dan penjelasan risiko yang dihadapi pada seluruh aktivitas, antara lain kredit, operasional dan Unit Kerja.
6. Tindak lanjut temuan yang masih *pending* dengan melakukan *monitoring* terhadap temuan yang masih *pending* dan membuat Laporan Tindak Lanjut untuk temuan yang sudah diselesaikan maupun dalam proses penyelesaian.

Development

Development includes:

- a. Activities to develop and improve the quality of Internal Audit through Improvements in organization, human resources (auditors), methodology, processes and infrastructure.
- b. Develop and implement integrated Integrated SKAI functions as stipulated in the Financial Services Authority Regulation No. 18/POJK.03/2014 dated 18 November 2014 and Circular of the Financial Services Authority No. 15/SEOJK.03/2015 dated 25 May 2015 on Implementation of Integrated Governance for Financial Services Conglomeration.
- c. Perform improvements on the role and functions of Anti-Fraud with the intention of increasing awareness regarding fraud and minimize fraud occurrence.

Audit

Risk-based Internal Audit in 2018 paid attention to the followings:

- a. Selection of Work Unit organization/activity audited.
- b. Scope of 2018 audit.
- c. Primary focus is the audit activities of Internal Audit/Anti-Fraud Work Unit.

Audit Method

Bank Victoria has implemented a risk-based internal audit (RBIA) method which is explained as follows:

1. Audit planning of offices by mapping potential credit and operational risks with the aim of making the audit process more effective.
 - a. The credit risk potential is measured based on: Branch offices / sub-/ cash branches having an NPL of above 1% (one percent). Branch offices / sub-/ cash branches having outstanding credit above 1% (one percent) of the total consolidated credit.
 - b. The operational risk potential is measured from: branch/sub-branch/cash offices having a total of 6 (six) mistakes in 1 (one) semester (average of 1 error) based on the Zero Defect Report from Internal Control.
2. Data preparation, data collection and information, such as operational activities, credit and work units, audit report (Laporan Hasil Pemeriksaan/LHP), and findings from the previous year.
3. Field audit and following up on previous year findings of the Internal Audit/*Integrated and Anti-Fraud* Division's ctivity.
4. Preparation of findings and exposure to risks faced, causes, impacts and recommendations.
5. Audit report preparation is according to the agreed format, such as providing value and explanation of the risks faced in all activities, including credit, operations and work units.
6. Follow-up actions upon the "pending" findings by monitoring of these findings and preparing a Follow-Up Action Report on findings which have been completed and in the process of completion.

Pelaksanaan Kegiatan Audit Tahun 2018

Dalam melaksanakan kegiatannya, Audit Internal mengacu pada Rencana Kerja Audit 2018 yang telah disetujui oleh Direktur Utama dan dilaporkan kepada Dewan Komisaris (Komite Audit), dan pada bulan Juli 2018 terdapat Perubahan Rencana Kerja Audit Internal sesuai dengan Surat Direksi No.039/DIR-EKS/07/18 tanggal 11 Juli 2018.

Realisasi pemeriksaan pada semester 1 mengalami kendala disebabkan beberapa hal sebagai berikut:

- Pada awal tahun (Januari 2018) terdapat pergantian Kepala Divisi Audit Internal.
- Terjadi perubahan metodologi Audit secara mendasar, dimana pelaksanaan audit yang sebelumnya cenderung dilakukan dengan pendekatan secara control base berubah menjadi pelaksanaan audit berdasarkan risiko (*risk based*).
- Terjadi perubahan pada proses perencanaan, pelaksanaan audit lapangan sampai dengan penyusunan laporan hasil audit.
- Pelaksanaan audit sebelumnya dilakukan per masing-masing unit cabang/capem, berubah menjadi pemeriksaan audit secara Area.
- Terjadi mutasi terhadap 3 (tiga) auditor kredit, 1 (satu) auditor IT dan 1 (satu) auditor operasional yang mengundurkan diri.
- Terdapat pemeriksaan khusus (4 obyek audit) dan pemeriksaan kasus *fraud* (2 kasus), dimana sebelumnya tidak tercantum pada rencana kerja Semester I – 2018.

Berikut adalah rincian Rencana Kerja Audit Tahunan (RKAT) semester I Tahun 2018 dan realisasinya:

Objek Audit Audit Object	Rencana Audit Semester I - Tahun 2018 2018 - Semester I Audit Plan	Realisasi Audit (Juni 2018) Audit Realization (June 2018)	Realisasi Audit (%) Audit Realization (%)	Realisasi Laporan (Juni 2018) Report Realization (June 2018)	Realisasi Laporan (%) Report Realization (%)
Credit	4	2	50%	2	100%
Operational	4	2	50%	2	100%
BI-RTGS & SKN-BI	1	1	100%	1	100%
Information Technology	1	1	100%	1	100%
Sub Total	10	6	60%	6	100%
Audit Khusus / Specific Audits		7		7	
Total	10	13	60%	13	100%

6 (enam) dari 10 (sepuluh) (60%) telah dilaksanakan sesuai Rencana Kerja Audit Tahunan (RKAT) dan terdapat 7 (tujuh) audit khusus, dan 2 (dua) diantaranya adalah audit investigasi (*fraud*).

Berikut adalah rincian Rencana Kerja Audit Tahunan (RKAT) semester II Tahun 2018 dan realisasinya:

Objek Audit Audit Object	Rencana Audit Semester II - Tahun 2018 2018 - Semester II Audit Plan	Realisasi Audit (Des 2018) Audit Realization (Dec 2018)	Realisasi Audit (%) Audit Realization (%)	Realisasi Laporan (Des 2018) Report Realization (Dec 2018)	Realisasi Laporan (%) Report Realization (%)
Credit	4	4	100%	4	100%
Operational	5	5	100%	5	100%
Unit Kerja / Work Unit	4	4	100%	4	100%
Information Technology	2	2	100%	2	100%
Sub Total	15	15	100%	15	100%

Performance of 2018 Audit

In carrying out its activities, the Internal Audit refers to the 2018 Audit Work Plan that has been approved by the President Director and reported to the Board of Commissioners (Audit Committee), and in July 2018 there were Amendments to the Internal Audit Work Plan pursuant to Letter of the Board of Directors No.039/DIR-EKS/07/18 dated 11 July 2018.

Realization of the audit in semester 1 experienced constraints due to the following issues:

- At the beginning of the year (January 2018) there was a change of the Head of the Internal Audit Division.
- There has been a fundamental change in the Audit methodology, whereby the audit which previously had the tendency to be carried out with a control base approach changed to the implementation of a risk based audit.
- Changes occurred in the planning process, field audit performance, up to audit reports preparation.
- When previously audit was performed per each branch / branch unit, changed to an audit based on Area.
- An assignment rotation of 3 (three) credit auditors, 1 (one) IT auditor and resignation of 1 (one) operational auditor.
- There were specific audits (4 objects of audit) and investigation of fraud (2 cases), which were not previously listed in the work plan for Semester I - 2018.

The following is a breakdown of the 2018 semester I Annual Audit Work Plan and its realization:

6 (six) of 10 (ten) or 60% have been implemented in accordance with the Annual Audit Work Plan (RKAT), with 7 (seven) specific audits, and 2 (two) of them are investigative audits (*fraud*).

The following is a breakdown of the semester II Year 2018 Annual Audit Work Plan (RKAT) and its realization:

Objek Audit Audit Object	Rencana Audit Semester II - Tahun 2018 2018 - Semester II Audit Plan	Realisasi Audit (Des 2018) Audit Realization (Dec 2018)	Realisasi Audit (%) Audit Realization (%)	Realisasi Laporan (Des 2018) Report Realization (Dec 2018)	Realisasi Laporan (%) Report Realization (%)
Audit Khusus / Specific Audits		3		3	
Total	15	18	100%	18	100%

15 (lima belas) dari 15 (lima belas) (100%) telah dilaksanakan sesuai Rencana Kerja Audit Tahunan (RKAT) dan terdapat 3 (tiga) audit Khusus.

15 (fifteen) of 15 (fifteen) or 100% have been implemented in accordance with the Annual Audit Work Plan (RKAT), with 3 (seven) specific audits.

TEMUAN DAN TINDAK LANJUT HASIL AUDIT

Hasil pemantauan atas hasil temuan audit dan tindak lanjut selama Januari – Juni 2018 adalah sebagai berikut:

FINDINGS AND FOLLOW-UP ACTIONS OF AUDIT RESULTS

The monitoring results of audit findings and their follow-up actions during January - June 2018 are as follows:

Temuan Audit Internal 2018 Internal Audit Findings in 2018	Status Temuan Audit Internal Status of Internal Audit Findings			
	Selesai Completed	Dalam Proses In Process	Overdue Overdue	Total
Credit				
• Area Fatmawati / Fatmawati Area	8	1	1	10
• Area Cideng / Cideng Area	1	18	0	19
Operational				
• Area Fatmawati / Fatmawati Area	7	4	2	13
• Area Cideng / Cideng Area	20	0	1	21
Information Technology				
• Jaringan Komunikasi / Communications Network	14	10	0	24
Total	50	33	4	87

Secara keseluruhan, persentase temuan yang telah diperbaiki adalah 57,47 % (50 dari 87), 37,93% (33 dari 87) masih dalam proses perbaikan dan 4,6% (4 dari 87) belum dapat diselesaikan dan melewati jangka waktu yang diberikan (*overdue*). Temuan *overdue* sebagian besar masih dalam proses penyelesaian.

Overall, the percentage of findings corrected are 57.47 % (50 of 87), 37.93% (33 of 87) are still in the process of improvement, and 4.6% (4 out of 87) cannot be completed and exceeded the time period allotted (*overdue*). Findings that are overdue are mostly in the settlement process.

Hasil pemantauan atas hasil temuan audit dan tindak lanjut selama Juli – Desember 2018 adalah sebagai berikut:

The monitoring results of audit findings and their follow-up actions during July-December 2018 are as follows:

Temuan Audit Internal 2018 Internal Audit Findings in 2018	Status Temuan Audit Internal Status of Internal Audit Findings			
	Selesai Completed	Dalam Proses In Process	Overdue Overdue	Total
Credit and Branches				
• Area Senayan / Senayan Area	15	1	0	16
• Area Kelapa Gading / Kelapa Gading Area	18	0	0	18
• KCU Bandung / Bandung Main Branch	9	0	0	9
• Area Surabaya / Surabaya Area	7	0	0	7
Operational and Branches				
• Area Senayan / Senayan Area	17	1	0	18
• Area BIP / BIP Area	17	1	0	18
• Area Kelapa Gading / Kelapa Gading Area	16	0	0	16
• KCU Bandung / Bandung Main Branch	13	0	0	13
• Area Surabaya / Surabaya Area	14	1	0	15
Unit Kerja Bisnis				
• Multifinance / Multifinance	21	1	0	22
• Korporasi / Corporate	15	0	0	15
Unit Kerja Non Bisnis				

Temuan Audit Internal 2018 Internal Audit Findings in 2018	Status Temuan Audit Internal Status of Internal Audit Findings			
	Selesai Completed	Dalam Proses In Process	Overdue Overdue	Total
• SKMR / SKMR	0	0	0	0
• SAM / SAM	9	2	0	11
Information Technology				
• Pengamanan Informasi / Information Security	18	1	0	19
• Pengembangan (SDLC), Data Center & DRC Development (SDLC), Data Center & DRC	5	11	0	16
Total	194	19	0	213

Secara keseluruhan, persentase temuan yang telah diperbaiki adalah 90,08 % (194 dari 213), 8,92% (19 dari 213) masih dalam proses perbaikan.

KOMITE DI BAWAH DIREKSI

Guna mendukung profesionalitas dan efektivitas pelaksanaan pengelolaan Bank, Direksi membentuk organ pendukung sesuai dengan ketentuan peraturan perundang-undangan yang berlaku dan sesuai dengan kebutuhan dan kompleksitas usaha Bank. Organ pendukung Direksi berfungsi sebagai organ pendukung utama dalam pelaksanaan tata kelola perusahaan yang baik.

Terkait hal tersebut, Direksi Bank Victoria telah membentuk 11 Komite pendukung Direksi, yaitu:

1. Komite Manajemen Risiko Terintegrasi.
2. Komite Manajemen Risiko
3. Komite Kebijakan Perkreditan.
4. Komite Kredit.
5. *Assets and Liabilities Committee* (ALCO).
6. Komite Teknologi Informasi.
7. Komite Produk.
8. Komite Personalia.
9. Komite Pengadaan.
10. Komite Pemantauan dan Pelaksanaan GCG.
11. Komite Investasi.

Komite-Komite tersebut bertugas untuk memberikan saran dan rekomendasi terhadap kebijakan dan arahan Direksi sehingga Direksi memiliki dasar-dasar pertimbangan dalam pengambilan keputusan. Direksi juga telah membentuk Divisi *Corporate Secretary; Compliance, KYC/Integrated and System Procedure*; dan *Risk Management/Integrated* untuk memastikan implementasi tata kelola perusahaan dijalankan secara baik dan benar.

KOMITE MANAJEMEN RISIKO TERINTEGRASI

Komite Manajemen Risiko merupakan komite eksekutif yang bertanggung jawab kepada Direksi, yang bertujuan untuk memastikan pelaksanaan proses dan sistem manajemen risiko dapat berjalan secara efektif. Keanggotaan Komite Manajemen Risiko umumnya bersifat tetap, namun dapat ditambah dengan anggota tidak tetap sesuai dengan kebutuhan.

Struktur dan Keanggotaan Komite Manajemen Risiko Terintegrasi

Komposisi keanggotaan Komite Manajemen Risiko Terintegrasi Grup Victoria paling sedikit terdiri dari:

- a. Direktur Entitas Utama yang membawahkan fungsi Manajemen Risiko sebagai ketua merangkap anggota Komite Manajemen Risiko Terintegrasi Grup Victoria.
- b. Direktur yang mewakili dan ditunjuk dari anggota Grup Victoria.

Overall, the percentage of corrected findings is 90.08% (194 of 213), 8.92% (19 of 213) are still in the process of improvement.

COMMITTEES UNDER THE BOARD OF DIRECTORS

In order to support the professionalism and effectiveness of the Bank's management, the Board of Directors must establish the supporting organs pursuant to prevailing laws and regulations and to fit the Bank's business needs and complexity. The supporting organs of the Board of Directors function as the main support to the implementation of good corporate governance.

With this regard, Bank Victoria's Board of Directors has established 11 Committees as follow:

1. Integrated Risk Management Committee.
2. Risk Management Committee.
3. Credit Policy Committee.
4. Credit Committee.
5. Assets and Liabilities Committee (ALCO).
6. Information Technology Committee.
7. Product Committee.
8. Personnel Committee.
9. Procurement Committee.
10. GCG Monitoring and Implementation Committee.
11. Investment Committee.

The Committees are assigned with providing advice and recommendations to the Board of Directors so that the Board of Directors has rationale to make policies and directives. The Board of Directors also established Corporate Secretary; Compliance, KYC/Integrated and System Procedure; and Risk Management/Integrated Divisions to ensure that the corporate governance is implemented properly.

INTEGRATED RISK MANAGEMENT COMMITTEE

The Risk Management Committee is an executive committee which reports to the Board of Directors. It aims to ensure that the performance of risk management process and system can run effectively. Members of the Risk Management Committee are generally permanent, but non-permanent members can be added as needed.

Integrated Risk Management Committee's Structure and Members

Composition of members of Victoria Group's Integrated Risk Management Committee shall at least consist of:

- a. Main Entity's Director controlling Risk Management functions as chairman as well as member of Victoria Group's Integrated Risk Management Committee.
- b. The Director representing and appointed from members of Victoria Group,

- c. Pejabat eksekutif yang merupakan pejabat satu tingkat di bawah Direksi yang memimpin satuan kerja operasional dan/atau fungsi/satuan kerja Manajemen Risiko.
- d. Susunan keanggotaan Komite Manajemen Risiko Terintegrasi Grup Victoria selengkapnya, dituangkan dalam surat Keputusan Direksi Entitas utama tersendiri.

Uraian Tugas dan Tanggung Jawab Komite Manajemen Risiko Terintegrasi

Dalam rangka penerapan Manajemen Risiko Terintegrasi yang komprehensif dan efektif, Entitas Utama wajib membentuk Organisasi Manajemen Risiko Terintegrasi. Adapun tanggung jawab Komite Manajemen Risiko Terintegrasi adalah memberikan rekomendasi kepada Direksi Entitas Utama, dalam rangka:

1. Penyusunan kebijakan manajemen risiko serta perubahannya, strategi manajemen risiko, dan pedoman penerapan manajemen risiko;
2. Perbaikan dan penyempurnaan proses manajemen risiko secara berkala maupun bersifat insidental sebagai akibat dari suatu perubahan kondisi eksternal dan internal Bank yang mempengaruhi kecukupan permodalan, profil risiko Bank, dan ketidakefektifan penerapan manajemen risiko berdasarkan hasil evaluasi;
3. Penetapan kebijakan dan/atau keputusan bisnis yang menyimpang dari prosedur normal, seperti pelampauan ekspansi usaha yang signifikan dibandingkan dengan Rencana Bisnis Bank yang telah ditetapkan sebelumnya, atau pengambilan posisi/eksposur risiko yang melampaui limit yang telah ditetapkan.

Pelaksanaan Tugas dan Tanggung Jawab Komite Manajemen Risiko Terintegrasi Tahun 2018

Selama tahun 2018, Komite Manajemen Risiko Terintegrasi telah melaksanakan berbagai program kerja, yaitu:

1. Pembahasan profil risiko terintegrasi secara berkala atau triwulanan;
2. Penyampaian laporan profil risiko terintegrasi secara berkala atau semesteran kepada pihak regulator;
3. Pembahasan kecukupan pemenuhan modal minimum terintegrasi secara berkala atau triwulanan;
4. Penyampaian kecukupan pemenuhan modal minimum terintegrasi secara berkala atau semesteran kepada pihak regulator;
5. Melakukan pemantauan risiko, baik per jenis risiko maupun secara terintegrasi;
6. Melaksanakan evaluasi secara berkala terhadap parameter risiko inheren dan kualitas penerapan manajemen risiko terintegrasi sesuai dengan kompleksitas dan karakteristik setiap LJK dalam konglomerasi keuangan;
7. Melakukan *stress test* secara periodik melalui skenario spesifik dan pasar untuk mengantisipasi dan secara proaktif mengelola potensi terjadinya risiko;
8. Penyusunan dan penyempurnaan kebijakan Manajemen Risiko Terintegrasi

Selama tahun 2018, Komite Manajemen Risiko Terintegrasi telah mengadakan pertemuan secara berkala yang membahas mengenai:

1. Profil Risiko Terintegrasi
2. Kecukupan Pemenuhan Modal Minimum Terintegrasi
3. *Stress Test* Spesifik & Pasar secara Annual
4. *Grup Risk Appetite Statement*
5. Isu-isu lainnya yang memerlukan rekomendasi dari Komite

- c. The executive officers, who are officers with one level below the Board of Directors in charge of the operational work unit and/or the Risk Management function/work unit.
- d. Composition of members of Victoria Group's Integrated Risk Management Committee is put in the decision of the Main Entity's Board of Directors Decision.

Description on the Integrated Risk Management Committee's Duties and Responsibilities

In the context of comprehensive and effective application of Integrated Risk Management, the Main Entity shall be obliged to establish Integrated Risk Management Organization. Whereas the Integrated Risk Management Committee's responsibilities include providing recommendations to the Main Entity's Board of Directors, in the context of:

1. Preparing risk management policies and their amendments, risk management strategies, and a guideline for risk management implementation;
2. Improving and refining the risk management process, either periodically or incidentally, as a result of a change in Bank's external and internal conditions that affect the Bank's capital adequacy, risk profile, and ineffectiveness of risk management performance based on evaluation result;
3. Making policies and/or business decisions beyond the normal procedure, such as significant business expansion beyond the Bank's existing Business Plan or taking risk position/exposure beyond the defined limits.

2018 Implementation of the Integrated Risk Management Committee's Duties And Responsibilities

During 2018, the Integrated Risk Management Committee organized various programs as follows:

1. Discussion on integrated risk profile either periodically or quarterly;
2. Submission of integrated risk profile report to the regulator either periodically or semi-annually;
3. Discussion on integrated minimum capital fulfillment adequacy either periodically or quarterly;
4. Submission of integrated minimum capital adequacy report to the regulator periodically or semi-annually;
5. Monitoring any risk, either by risk type or in integrated way;
6. Conducting periodic evaluation on any inherent risk parameter and integrated risk management implementation quality in accordance with each Financial Services Institution's complexity and characteristics in the financial conglomeration;
7. Conducting stress test periodically by specific and market scenario for anticipating and proactively managing any risk potentials;
8. Arrangement and improvement of Integrated Risk Management policies

During 2018, the Integrated Risk Management Committee held periodic meetings on the following matters:

1. Integrated Risk Profile
2. Integrated Minimum Capital Fulfillment Adequacy
3. Annual Market & Specific Stress Test
4. Group Risk Appetite Statement
5. Other issues requiring the Committee's recommendation

KOMITE MANAJEMEN RISIKO

Komite Manajemen Risiko dibentuk untuk membantu Direksi dalam pengambilan keputusan dan pengevaluasian pelaksanaan, penyusunan strategi dan pedoman penerapan manajemen risiko, penetapan hal-hal yang terkait dengan keputusan bisnis, serta penyempurnaan pelaksanaan manajemen risiko berdasarkan hasil evaluasi pelaksanaan proses dan sistem manajemen risiko yang efektif. Pembentukan Komite ini ditujukan agar pengelolaan seluruh risiko bisnis dapat dilakukan secara sistematis dan berkesinambungan.

Struktur dan Keanggotaan Komite Manajemen Risiko

Berikut ini merupakan komposisi Komite Manajemen Risiko.

1. Ketua (Anggota Tetap): Direktur Kepatuhan dan Manajemen Risiko
2. Anggota Tetap:
 - a. Direksi
 - b. Associate Directors
 - c. Kepala Divisi *Risk Management/Integrated (Secretary)*
 - d. Kepala Divisi *Audit Internal/Integrated and Anti Fraud Division*
3. Anggota Tidak tetap: Kepala Divisi Lainnya di luar Anggota Tetap.

Uraian Tugas dan Tanggung Jawab Komite Manajemen Risiko

Komite Manajemen Risiko memiliki tanggung jawab memberikan rekomendasi kepada Direktur Utama dengan sepengetahuan Dewan Komisaris, sebagai berikut:

1. Penyusunan kebijakan manajemen risiko serta perubahannya, strategi manajemen risiko, dan pedoman penerapan manajemen risiko.
2. Perbaikan dan penyempurnaan proses manajemen risiko secara berkala maupun bersifat insidental sebagai akibat dari suatu perubahan kondisi eksternal dan internal Bank yang mempengaruhi kecukupan permodalan, profil risiko Bank, dan ketidakefektifan penerapan manajemen risiko berdasarkan hasil evaluasi.
3. Penetapan kebijakan dan/atau keputusan bisnis yang menyimpang dari prosedur normal, seperti pelampauan ekspansi usaha yang signifikan dibandingkan dengan Rencana Bisnis Bank yang telah ditetapkan sebelumnya, atau pengambilan posisi/eksposur risiko yang melampaui limit yang telah ditetapkan.

Berdasarkan tanggung jawab tersebut, Komite Manajemen Risiko memiliki tugas untuk:

1. Melakukan pengembangan atas penerapan budaya risiko untuk setiap jenjang organisasi.
2. Mengevaluasi dan melakukan penyesuaian atas Kebijakan dan Pedoman Umum Penerapan Manajemen Risiko yang dimiliki Bank dengan kebijakan regulator, yang disesuaikan dengan ukuran dan kompleksitas usaha Bank, serta risiko yang melekat pada Bank.
3. Mengevaluasi arah, strategi, dan program manajemen risiko.
4. Mengevaluasi penerapan manajemen risiko, yang meliputi:
 - a. Pemantauan terhadap implementasi Kebijakan dan Pedoman Umum Penerapan Manajemen Risiko.
 - b. Pemantauan posisi/eksposur risiko secara keseluruhan atau per jenis risiko.
 - c. Penerapan *stress testing* guna mengetahui dampak dari implementasi kebijakan dan strategi manajemen risiko, dan

RISK MANAGEMENT COMMITTEE

The Risk Management Committee was established to assist the Board of Directors in making decisions and evaluating the implementation, formulation of strategies and guidelines for risk management implementation, determining matters related to business decisions, and improving risk management implementation based on the result of evaluation of the implementation of effective risk management processes and systems. The aim of the establishment of this Committee is to manage all business risks in a systematic and sustainable manner.

Structure and Membership of Risk Management Committee

The composition of the Risk Management Committee is as follows.

1. Chairman (Permanent Member): Director of Compliance and Risk Management
2. Permanent Members:
 - a. Board of Directors
 - b. Associate Directors
 - c. Head of Risk Management / Integrated Division (Secretary)
 - d. Head of Audit Internal Division / Integrated and Anti Fraud Division
3. Non-permanent Members: Other Division Heads besides the permanent members.

Description of Duties and Responsibilities of Risk Management Committee

The Risk Management Committee has a responsible in providing recommendations to the President Director with the knowledge of the Board of Commissioners, as follows:

1. Preparation of risk management policy and its changes, risk management strategies, and guidelines for risk management implementation.
2. Periodic and incidental improvement of risk management process due to changes in the Bank's external and internal conditions that affect capital adequacy, the Bank's risk profile, and the ineffectiveness of the risk management implementation based on evaluation results.
3. Stipulation of policies and/or business decisions that deviate from normal procedures, such as exceeding significant business expansion compared to the predetermined Bank Business Plan, or taking positions/risk exposures that exceed the prescribed limits.

Based on these responsibilities, the Risk Management Committee has the duties to:

1. Develop existed risk culture implementation in every level of the organization.
2. Evaluate and make adjustment to the General Policy and Guidelines for Risk Management Implementation owned by the Bank with regulator policies, which are tailored to the size and complexity of the Bank's business, as well as the risks inherent in the Bank.
3. Evaluate risk management directions, strategies and programs.
4. Evaluate risk management implementation, which includes:
 - a. Monitoring the implementation of General Policies and Guidelines for Risk Management Implementation.
 - b. Monitoring overall risk positions/exposures or per type of risk.
 - c. Implementation of stress testing to find out the impact of implementing risk management policies and strategies, and

- d. Pemantauan kajian terhadap usulan aktivitas/produk baru, termasuk mengevaluasi sistem dan prosedur yang digunakan, serta dampaknya terhadap eksposur risiko Bank secara keseluruhan.

Pelaksanaan Tugas dan Tanggung Jawab Komite Manajemen Risiko Tahun 2018

Selama tahun 2018, Komite Manajemen Risiko telah melaksanakan berbagai program kerja, yaitu:

1. Pembahasan profil risiko Bank secara berkala atau triwulanan dan tingkat kesehatan Bank secara berkala atau semesteran;
2. Penyampaian laporan kecukupan modal sesuai dengan profil risiko Bank (ICAAP) yang disampaikan kepada regulator secara berkala atau semesteran;
3. Melakukan pemantauan risiko, baik per jenis risiko maupun secara konsolidasi;
4. Melaksanakan evaluasi secara berkala terhadap parameter risiko inheren dan kualitas penerapan manajemen risiko Bank sesuai dengan kompleksitas dan karakteristik Bank;
5. Melakukan stress test secara periodik melalui skenario spesifik dan pasar untuk mengantisipasi dan secara proaktif mengelola potensi terjadinya risiko;
6. Melaksanakan risk register dalam rangka pemantauan eksposur risiko operasional pada setiap unit kerja dan untuk meningkatkan budaya risiko pada seluruh jenjang organisasi Bank;
7. Pengungkapan eksposur IRRBB yaitu peningkatan atau penurunan *earnings* dan *economic value* terhadap pergerakan suku bunga yang disusun Bank dalam rangka pemenuhan ketentuan mengenai penilaian tingkat kesehatan Bank Umum dan penerapan manajemen risiko bagi Bank Umum.
8. Mengevaluasi dan rekomendasi penyesuaian *peer group* Bank yang memiliki kesamaan ukuran dan kompleksitas kegiatan usaha Bank;
9. Melakukan kajian terhadap usulan aktivitas/produk baru, serta dampaknya terhadap eksposur risiko Bank secara keseluruhan.
10. Pelaksanaan *business impact analysis* (BIA) dan *risk assessment* yang merupakan dasar dalam penerapan *Business Continuity Plan* (BCP) untuk menjamin operasional Bank tetap berfungsi walaupun terdapat gangguan/bencana.

Selama tahun 2018, Komite Manajemen Risiko telah melaksanakan rapat sebanyak 11 (sebelas) kali. Adapun rincian tanggal dan agenda rapat adalah sebagai berikut.

- d. Monitoring the review of new proposed activities/products, including evaluating the system and procedures used, and their impact on the Bank's overall risk exposure.

Duties and Responsibilities Implementation of Risk Management Committee In 2018

During 2018, the Risk Management Committee has implemented various programs, namely:

1. Discussion of the Bank's risk profile on a regular or quarterly basis and the Bank's sound level periodically or semi-annually;
2. Submission of a capital adequacy report in accordance with the Bank's risk profile (ICAAP) to the regulator periodically or semi-annually;
3. Monitored risks, both per risk type and on consolidated basis;
4. Conducted periodic evaluations on the inherent risk parameters and the quality of Bank's risk management implementation in accordance with its complexity and characteristics.
5. Conducted periodic stress tests through specific scenarios and markets in order to anticipate and proactively manage potential risks;
6. Implemented risk registers in monitoring operational risk exposures in each work unit and improved the risk culture at all levels of the Bank's organization;
7. Disclosure of IRRBB exposure which is an increase or decrease of economic value and earnings against the of interest rate movements established by the Bank to fulfill the provisions on the assessment of the soundness of Commercial Banks and the risk management implementation for Commercial Banks.
8. Evaluated and recommended adjustments to the Bank's peer group that have the same size and complexity of the Bank's business activities;
9. Reviewed the proposed new activities/products, and their impact on the Bank's overall risk exposure.
10. Implementation of business impact analysis (BIA) and risk assessment which are the basis for implementing the Business Continuity Plan (BCP) to ensure that the Bank's operations continue to function despite disruptions/disasters.

During 2018, the Risk Management Committee held 11 (eleven) meetings. The details of the date and meeting agenda are as follows.

No	Tanggal Date	Agenda Rapat Meetings Agenda
1	15 Februari 2018 15 February 2018	1. Tindak Lanjut KMR Bulan Lalu 2. Isu Perbankan 3. <i>Risk Based Bank Rating</i> (RBBR) Posisi Januari 2018 vs Desember 2017 4. Pendapat dan Saran 1. Follow-Up on Last Month KMR 2. Banking Issues 3. <i>Risk Based Bank Rating</i> (RBBR) per January 2018 vs. December 2017 4. Opinions & Suggestions
2	16 Maret 2018 16 March 2018	1. <i>Economic Issue</i> 2. <i>Risk Based Bank Rating</i> (RBBR) Posisi Februari 2018 vs Januari 2018 3. Rekomendasi 4. Pendapat dan Saran 1. Economic Issue 2. <i>Risk Based Bank Rating</i> (RBBR) per February 2018 vs. January 2018 3. Recommendations 4. Opinions & Suggestions

No	Tanggal Date	Agenda Rapat Meetings Agenda
3	17 April 2018 17 April 2018	1. <i>Economic Issue</i> 2. <i>Stress Test</i> 3. <i>Risk Based Bank Rating</i> (RBBR) Posisi Maret 2018 vs Desember 2017 4. Rekomendasi 5. Pendapat dan Saran 1. <i>Economic Issue</i> 2. <i>Stress Test</i> 3. <i>Risk Based Bank Rating</i> (RBBR) per March 2018 vs December 2017 4. Recommendations 5. Opinions & Suggestions
4	15 Mei 2018 15 May 2018	1. <i>Economic Issue</i> 2. <i>Risk Based Bank Rating</i> (RBBR) Posisi April 2018 vs Maret 2018 3. Pendapat dan Saran 1. <i>Economic Issue</i> 2. <i>Risk Based Bank Rating</i> (RBBR) Per April 2018 vs. March 2018 3. Opinions & Suggestions
5	28 Juni 2018 28 June 2018	1. Tindak Lanjut KMR 2. <i>Economic Issue</i> 3. <i>Risk Based Bank Rating</i> (RBBR) Posisi Mei 2018 vs April 2018 4. Pendapat dan Saran 1. Follow-Up on KMR 2. <i>Economic Issue</i> 3. <i>Risk Based Bank Rating</i> (RBBR) Per May 2018 vs April 2018 4. Opinions & Suggestions
6	17 Juli 2018 17 July 2018	1. Tindak Lanjut KMR 2. <i>Stress Test</i> 3. Kajian Kredit 4. <i>Economic Issue</i> 5. <i>Risk Based Bank Rating</i> (RBBR) Posisi Juni 2018 vs Maret 2018 6. Pendapat dan Saran 1. Follow-Up on KMR 2. <i>Stress Test</i> 3. Credit Studies 4. <i>Economic Issue</i> 5. <i>Risk Based Bank Rating</i> (RBBR) Per June 2018 vs. March 2018 6. Opinions & Suggestions
7	16 Agustus 2018 16 August 2018	1. Tindak Lanjut KMR 2. <i>Economic Issue</i> 3. <i>Risk Based Bank Rating</i> (RBBR) Posisi Juli 2018 4. Pendapat dan Saran 1. Follow-Up on KMR 2. <i>Economic Issue</i> 3. <i>Risk Based Bank Rating</i> (RBBR) Per July 2018 4. Opinions & Suggestions
8	18 September 2018 18 September 2018	1. <i>Economic Issue</i> 2. Perbankan 3. <i>Risk Based Bank Rating</i> (RBBR) Posisi Agustus 2018 4. Pendapat dan Saran 1. <i>Economic Issue</i> 2. Banking 3. <i>Risk Based Bank Rating</i> (RBBR) Per August 2018 4. Opinions & Suggestions
9	16 Oktober 2018 16 October 2018	1. <i>Economic Issue</i> 2. <i>Risk Based Bank Rating</i> (RBBR) Posisi September 2018 3. Pendapat dan Saran 1. <i>Economic Issue</i> 2. <i>Risk Based Bank Rating</i> (RBBR) Per September 2018 3. Opinions & Suggestions
	22 November 2018 22 November 2018	1. <i>Economic Issue</i> 2. Evaluasi <i>Risk Appetite</i> 3. <i>Risk Based Bank Rating</i> (RBBR) Posisi Oktober 2018 4. Pendapat dan Saran 1. <i>Economic Issue</i> 2. <i>Risk Appetite Evaluation</i> 3. <i>Risk Based Bank Rating</i> (RBBR) Per October 2018 4. Opinions & Suggestions

No	Tanggal Date	Agenda Rapat Meetings Agenda
10	18 Desember 2018 18 December 2018	1. Evaluasi <i>Risk Appetite</i> 2. <i>Economic Issue</i> 3. <i>Peer Group Analysis</i> 4. <i>Permodalan Multifinance</i> 5. <i>Risk Based Bank Rating</i> (RBBR) Posisi November 2018 6. Pendapat dan Saran 1. Risk Appetite Evaluation 2. Economic Issue 3. Peer Group Analysis 4. Multifinance Capital 5. Risk Based Bank Rating (RBBR) Per November 2018 6. Opinions & Suggestions
11	17 Januari 2019 17 January 2019	1. <i>Economic Issue</i> 2. <i>Stress Test</i> 3. <i>Risk Based Bank Rating</i> (RBBR) Posisi Desember 2018 4. Pendapat dan Saran 1. Economic Issue 2. Stress Test 3. Risk Based Bank Rating (RBBR) Per December 2018 4. Opinions & Suggestions

KOMITE KEBIJAKAN PERKREDITAN

Komite Kebijakan Perkreditan merupakan komite yang membantu Direksi dalam merumuskan kebijakan, mengawasi pelaksanaan kebijakan, memantau perkembangan dan kondisi portofolio perkreditan, serta memberikan saran-saran langkah perbaikan.

Rapat Komite Kebijakan Perkreditan diselenggarakan bersamaan dengan Rapat Komite Kredit.

Struktur dan Keanggotaan Komite Kebijakan Perkreditan

Komposisi anggota Komite Kebijakan Perkreditan terdiri dari:

1. Ketua: Direktur Utama
2. Wakil Ketua merangkap Anggota:
Wakil Direktur Utama
Direktur Kepatuhan dan Manajemen Risiko
Direktur Bisnis
Direktur Kredit
3. Sekretaris merangkap Anggota: : *Credit Risk Review Division Head/ Deputy Division Head*
4. Anggota:
SEVP Corporate & Multifinance Banking
Corporate Banking Division Head
Commercial Banking Division Head
Multifinance Banking Division Head
SME & Consumer Banking Division Head
International Banking Division Head
Special Assets Management Division Head
Loan Administration Division Head
Legal Operation Head
Compliance Division Head

CREDIT POLICY COMMITTEE

Credit Policy Committee is a committee that assists the Board of Directors in formulating any policy, monitoring policy implementation, monitoring the development and condition of the credit portfolio, and providing suggestions for improvement.

The Credit Policy Committee Meeting is held in conjunction with the Credit Committee Meeting.

The Credit Policy Committee's Structure and Members

The composition of members of the Credit Policy Committee consists of:

1. Chairman: President Director
2. Deputy Chairman concurrently as Member:
Deputy President Director
Director of Compliance and Risk Management
Director of Business
Director of Credit
3. Secretary concurrently as Member: Credit Risk Review Division Head / Deputy Division Head
4. Members:
SEVP Corporate & Multifinance Banking
Corporate Banking Division Head
Commercial Banking Division Head
Multifinance Banking Division Head
SME & Consumer Banking Division Head
International Banking Division Head
Special Assets Management Division Head
Loan Administration Division Head
Legal Operation Head
Compliance Division Head

Uraian Tugas dan Tanggung Jawab Komite Kebijakan Perkreditan

Uraian tanggung jawab Komite Kebijakan Perkreditan, sebagai berikut:

1. Memberikan masukan kepada Direksi dalam rangka penyusunan kebijakan perkreditan Bank, terutama yang berkaitan dengan perumusan prinsip kehati-hatian dalam perkreditan Bank.
2. Mengawasi agar kebijakan perkreditan Bank dapat diterapkan dan dilaksanakan secara konsekuen dan konsisten, serta merumuskan pemecahan apabila terdapat hambatan/kendala dalam penerapan kebijakan perkreditan Bank.
3. Melakukan kajian terhadap kebijakan perkreditan Bank dan memberikan saran kepada Direksi apabila diperlukan perubahan kebijakan perkreditan Bank.
4. Memantau dan mengevaluasi:
 - a. Perkembangan dan kualitas portofolio perkreditan secara keseluruhan.
 - b. Kebenaran pelaksanaan kewenangan memutuskan kredit.
 - c. Kebenaran proses pemberian kredit, perkembangan dan kualitas yang diberikan kepada pihak yang terkait dengan Bank dan debitur-debitur besar.
 - d. Kebenaran pelaksanaan ketentuan batas maksimum pemberian kredit.
 - e. Ketaatan terhadap ketentuan perundang-undangan dan peraturan lainnya dalam pelaksanaan pemberian kredit.
 - f. Penyelesaian kredit bermasalah sesuai dengan yang diterapkan dalam kebijakan perkreditan Bank, dan
 - g. Upaya Bank dalam memenuhi kecukupan jumlah penyisihan penghapusan kredit.

KOMITE KREDIT

Komite Kredit bertugas untuk memutuskan jumlah *credit exposure* Bank dalam bentuk aktiva produktif sesuai dengan jumlah atau limit tertentu yang telah ditetapkan.

Struktur dan Keanggotaan Komite Kredit

Komposisi anggota Komite Kredit terdiri dari:

1. Ketua merangkap Anggota: Direktur Utama
2. Anggota:
 - a. Wakil Direktur Utama
 - b. Direktur Bisnis
 - c. Direktur Kredit
 - d. Direktur Kepatuhan dan Manajemen Risiko
 - e. SEVP *Corporate & Multifinance Banking*
 - f. Kepala Divisi/Unit:
 - Corporate Banking*
 - Commercial Banking*
 - Multi Finance Banking*
 - SME & Consumer Banking*
 - Special Assets Management*
 - International Banking*
 - Loan Administration*
 - Legal Operation*

Description on the Credit Policy Committee's Duties and Responsibilities

The Credit Policy Committee's responsibilities are described as follows:

1. To give any inputs to the Board of Directors in the context of arranging Bank's credit policy, especially for that related to formulation of prudential principles in the Bank's credit.
2. To supervise so that the Bank's credit policy can be implemented and executed consistently with consequence, and to formulate solutions if there are obstacles/hindrance in implementing the Bank's credit policy.
3. To review the Bank's credit policies and advise the Board of Directors if any change to the Bank's credit policy is required.
4. To monitor and evaluate:
 - a. Developments and quality of the overall credit portfolio.
 - b. Correctness in exercising authority to make decision on credit.
 - c. Correctness in the credit distribution process, the progress and quality given to any party related to the Bank and major debtors.
 - d. Correctness in the enforcement of the regulation on the maximum credit limit.
 - e. Compliance with prevailing laws and regulations and other rules to provide credit;
 - f. Settlement of non-performing credit in accordance with that defined in the Bank's credit policy, and
 - g. The Bank's efforts to meet adequacy of the allowance for credit write-off.

CREDIT COMMITTEE

The Credit Committee's tasks are to decide the Bank's credit exposure in the form of productive assets in accordance with specified amounts or limits.

The Credit Committee's Structure and Members

Composition of the Credit Committee is as follows:

1. Chairman concurrently as Member: President Director
2. Members:
 - a. Deputy President Director
 - b. Business Director
 - c. Credit Director
 - d. Risk Management and Compliance Director
 - e. SEVP *Corporate & Multifinance Banking*
 - f. Division/Unit Heads of:
 - Corporate Banking*
 - Commercial Banking*
 - Multi Finance Banking*
 - SME & Consumer Banking*
 - Special Assets Management*
 - International Banking*
 - Loan Administration*
 - Legal Operation*

Uraian Tugas dan Tanggung Jawab Komite Kredit

Uraian tanggung jawab Komite, sebagai berikut:

1. Menyelenggarakan rapat/pertemuan KKP untuk mengevaluasi usulan kredit dan meminta data/informasi apabila diperlukan.
2. Memberikan persetujuan/penolakan terhadap usulan kredit, baik Kredit *Treasury*, *Financial Institution*, *Capital Market*, Kredit Korporasi, Kredit Komersial, Kredit SME/UKM, Kredit Konsumer, serta Kredit Perusahaan Pembiayaan.
3. Pemberian persetujuan kredit dapat disertai dengan pemberian ketentuan dan persyaratan.
4. Keputusan anggota Komite Kredit harus kuorum dan bulat/*uninamously*. Apabila terjadi perbedaan keputusan antar anggota Komite Kredit maka kredit dianggap tidak disetujui.
5. Menandatangani Lembar Keputusan Kredit atau Notulen Rapat Komite Kredit yang berisi seluruh keputusan kredit.

Pelaksanaan Tugas dan Tanggung Jawab Komite Kredit Tahun 2018

Komite Kredit bertanggung jawab dan memiliki wewenang untuk memutuskan jumlah *credit exposure* Bank dalam bentuk aktiva produktif sesuai dengan jumlah atau limit tertentu yang telah ditetapkan. Kewenangan dan jumlah anggota dari Komite Kredit diatur tersendiri dan disesuaikan dengan batasan plafond yang diajukan, segmentasi dan jenis jaminan.

Description on the Credit Committee's Duties and Responsibilities

The Credit Committee's responsibilities are described as follows:

1. To hold KKP meetings/discussions to evaluate credit proposals and to request data/information, if necessary.
2. To approve/to reject any credit proposal, whether Credit of Treasury, Financial Institution, Capital Market, Corporate Credit, Commercial Credit, SME Credit, Consumer Credit, and Financing Company Credit.
3. Giving credit approval can be followed by provision of terms and conditions.
4. Decisions of Credit Committee's members must be quorum and unanimous. If there are differences in decisions between Credit Committee members, then the credit is rejected.
5. Signs the Credit Decision Sheet or Minutes of Credit Committee Meeting contains all credit decisions.

2018 Implementation of the Credit Committee's Duties and Responsibilities

The Credit Committee is responsible and has the authority to decide the Bank's credit exposure level in the form of productive assets in accordance with a predetermined specified amount or limit. The authority and number of the Credit Committee's members are regulated separately and adjusted with the proposed credit limits, segmentation and type of guarantee.

No.	Tanggal Date	Rapat Meetings
1.	25 April 2018 / 25 April 2018	Pembahasan 2 Klien Komersial Discuss about 2 commercial clients
2.	6 Juli 2018 / 6 July 2018	Pembahasan 4 Klien Korporasi dan 3 Klien Komersial Discuss about 4 corporate clients and 3 commercial clients
3.	13 Juli 2018 / 13 July 2018	Pembahasan 5 Klien Korporasi dan 3 Klien Komersial Discuss about 5 corporate clients and 3 commercial clients
4.	20 Juli 2018 / 20 July 2018	Pembahasan 1 Klien Korporasi dan 3 Klien Komersial Discuss about 1 corporate client and 3 commercial clients
5.	30 Juli 2018 / 30 July 2018	Pembahasan 2 Klien Korporasi dan 4 Klien Komersial Discuss about 2 corporate clients and 4 commercial clients
6.	3 Agustus 2018 / 3 August 2018	Pembahasan 2 Klien Komersial dan 1 Klien Perusahaan Pembiayaan Discuss about 2 corporate clients and 1 commercial client
7.	8 Agustus 2018 / 8 August 2018	Pembahasan 2 Komersial Discuss about 2 commercial clients
8.	15 Agustus 2018 / 15 August 2018	Pembahasan 2 Klien Korporasi dan 1 Klien Perusahaan Pembiayaan Discuss about 2 corporate clients and 1 multifinance client
9.	20 Agustus 2018 / 20 August 2018	Pembahasan 1 Klien Korporasi dan 4 Klien Komersial Discuss about 1 corporate client and 4 commercial clients
10.	21 Agustus 2018 / 21 August 2018	Pembahasan 1 Klien Korporasi dan 1 Klien Komersial Discuss about 1 corporate clients and 1 commercial client
11.	24 Agustus 2018 / 24 August 2018	Pembahasan 1 Klien Perusahaan Pembiayaan Discuss about 1 multifinance client
12.	29 Agustus 2018 / 29 August 2018	Pembahasan 1 Klien Korporasi, 2 Klien Komersial, 1 Klien SME, dan 1 Klien Perusahaan Pembiayaan. Discuss about 1 corporate client, 2 commercial clients, 1 SME client, and 1 multifinance client
13.	5 September 2018 / 5 September 2018	Pembahasan 2 Klien Korporasi, 3 Klien Komersial, dan 2 Klien SME Discuss about 2 corporate clients, 3 commercial clients, and 2 SME clients
14.	13 September 2018 / 13 September 2018	Pembahasan 3 Klien Korporasi, 3 Klien Komersial, 1 Klien SME, dan 1 Klien Perusahaan Pembiayaan. Discuss about 3 corporate client, 3 commercial clients, 1 SME client, and 1 multifinance client
15.	19 September 2018 / 19 September 2018	Pembahasan 7 Klien Komersial, 1 Klien SME, dan 2 Klien Perusahaan Pembiayaan. Discuss about 7 commercial clients, 1 SME client, and 2 multifinance clients

No.	Tanggal Date	Rapat Meetings
16.	21 September 2018 / 21 September 2018	Pembahasan 2 Klien Komersial. Discuss about 2 commercial clients
17.	1 Oktober 2018 / 1 October 2018	Pembahasan 1 Klien Korporasi, 2 Klien SME, dan 1 Klien Perusahaan Pembiayaan. Discuss about 1 commercial clients, 2 SME clients, and 1 multifinance client
18.	5 Oktober 2018 / 5 October 2018	Pembahasan 1 Klien Korporasi, 3 Klien Komersial, dan 1 Klien Perusahaan Pembiayaan. Discuss about 1 corporate client, 3 commercial clients, and 1 multifinance client
19.	8 Oktober 2018 / 8 October 2018	Pembahasan 1 Klien Korporasi. Discuss about 1 corporate client
20.	10 Oktober 2018 / 10 October 2018	Pembahasan 1 Klien Komersial. Discuss about 1 commercial client
21.	12 Oktober 2018 / 12 October 2018	Pembahasan 1 Klien Korporasi, 1 Klien Komersial, dan 1 Klien Perusahaan Pembiayaan. Discuss about 1 corporate client, 1 commercial client, and 1 multifinance client
22.	17 Oktober 2018 / 17 October 2018	Pembahasan 4 Klien Korporasi, 4 Klien Komersial, 2 Klien SME, dan 2 Klien Perusahaan Pembiayaan. Discuss about 4 corporate clients, 4 commercial clients, 2 SME clients, and 2 multifinance clients
23.	24 Oktober 2018 / 24 October 2018	Pembahasan 6 Klien Komersial. Discuss about 6 commercial clients
24.	25 Oktober 2018 / 25 October 2018	Pembahasan 4 Klien Komersial dan 3 Klien Perusahaan Pembiayaan. Discuss about 4 commercial clients and 3 multifinance clients
25.	26 Oktober 2018 / 26 October 2018	Pembahasan 1 Klien Korporasi dan 4 Klien Komersial. Discuss about 1 corporate client and 4 commercial clients
26.	31 Oktober 2018 / 31 October 2018	Pembahasan 3 Klien Korporasi, 2 Klien Komersial, dan 1 Klien SME. Discuss about 3 corporate clients, 2 commercial clients, and 1 SME client
27.	7 November 2018 / 7 November 2018	Pembahasan 3 Klien Korporasi, 2 Klien Komersial, dan 1 Klien Perusahaan Pembiayaan. Discuss about 3 corporate clients, 2 commercial clients, and 1 multifinance client
28.	9 November 2018 / 9 November 2018	Pembahasan 1 Klien Korporasi, 4 Klien Komersial, dan 1 Klien SME. Discuss about 1 corporate client, 4 commercial clients, and 1 SME client
29.	14 November 2018 / 14 November 2018	Pembahasan 5 Klien Korporasi, 5 Klien Komersial, dan 2 Klien SME. Discuss about 5 corporate clients, 5 commercial clients, and 2 SME clients
30.	16 November 2018 / 16 November 2018	Pembahasan 2 Klien Korporasi dan 1 Klien Perusahaan Pembiayaan. Discuss about 2 corporate clients and 1 multifinance client
31.	21 November 2018 / 21 November 2018	Pembahasan 1 Klien Korporasi, 1 Klien Komersial, 3 Klien SME dan 1 Klien Perusahaan Pembiayaan. Discuss about 1 corporate client, 4 commercial clients, 3 SME clients, and 1 multifinance client
32.	23 November 2018 / 23 November 2018	Pembahasan 3 Klien Korporasi, 3 Klien Komersial, 1 Klien SME dan 2 Klien Perusahaan Pembiayaan. Discuss about 3 corporate clients, 3 commercial clients, 1 SME client, and 2 multifinance clients
33.	27 November 2018 / 27 November 2018	Pembahasan 1 Klien Korporasi, 4 Klien Komersial, dan 1 Klien Perusahaan Pembiayaan. Discuss about 1 corporate client, 4 commercial clients, and 1 multifinance client
34.	28 November 2018 / 28 November 2018	Pembahasan 2 Klien Korporasi, 2 Klien Komersial, dan 1 Klien SME. Discuss about 2 corporate client, 2 commercial clients, and 2 SME clients
35.	6 Desember 2018 / 6 December 2018	Pembahasan 2 Klien Korporasi, 3 Klien Komersial, 3 Klien SME dan 1 Klien Perusahaan Pembiayaan. Discuss about 2 corporate client, 3 commercial clients, 3 SME clients, and 1 multifinance client
36.	7 Desember 2018 / 7 December 2018	Pembahasan 1 Klien Korporasi Discuss about 1 corporate client
37.	12 Desember 2018 / 12 December 2018	Pembahasan 8 Klien Korporasi, 4 Klien Komersial, 2 Klien SME dan 2 Klien Perusahaan Pembiayaan. Discuss about 8 corporate clients, 4 commercial clients, 2 SME clients, and 2 multifinance clients
38.	13 Desember 2018 / 13 December 2018	Pembahasan 4 Klien Komersial Discuss about 4 commercial clients
39.	14 Desember 2018 / 14 December 2018	Pembahasan 2 Klien Korporasi dan 3 Klien Perusahaan Pembiayaan. Discuss about 2 corporate client and 3 multifinance clients
40.	19 Desember 2018 / 19 December 2018	Pembahasan 1 Klien Korporasi, 1 Klien Komersial, 2 Klien SME dan 1 Klien Perusahaan Pembiayaan. Discuss about 1 corporate client, 1 commercial client, 2 SME clients, and 1 multifinance client
41.	21 Desember 2018 / 21 December 2018	Pembahasan 3 Klien Komersial Discuss about 3 commercial clients
42.	27 Desember 2018 / 27 December 2018	Pembahasan 2 Klien Komersial Discuss about 2 commercial clients

ASSETS AND LIABILITIES COMMITTEE (ALCO)

Assets and Liabilities Committee (ALCO) merupakan Komite yang berfungsi sebagai wadah bagi *Assets and Liabilities Management* (ALMA) dalam memproses perencanaan dan pengendalian sumber penggunaan dana perbankan yang terkoordinasi, yang dijalankan secara konsekuen dengan prinsip kehati-hatian dan dengan memperhatikan perkembangan faktor-faktor yang mempengaruhi operasi perbankan, baik itu berasal dari luar ataupun struktural yang berasal dari dalam. Dalam melaksanakan fungsi tersebut, ALCO memiliki ALCO Support yang bertugas untuk mendapatkan, mengolah, menganalisis dan merumuskan keseluruhan data *asset and liabilities* untuk kemudian diserahkan kepada ALCO.

Struktur dan Keanggotaan *Assets and Liabilities Committee* (ALCO)

Komposisi keanggotaan Komite ALCO, yaitu:

1. Ketua (Anggota Tetap) : *Deputy President Director*
2. Sekretaris (Anggota Tetap) : Kepala Divisi Tresuri
3. Anggota Tetap:
 - a. Direksi
 - b. Seluruh *Senior Executive Deputy President* (SEVP)
 - c. Seluruh Kepala Divisi pada Direktorat Bisnis
 - d. Seluruh Kepala Divisi pada Direktorat Kredit
 - e. Kepala Divisi *Risk Management/Integrated*
 - f. Kepala Divisi *Finance and Accounting*
4. Anggota (Tidak Tetap):
 - a. Divisi atau unit kerja lainnya di luar Anggota Tetap
 - b. Seluruh kepala area.

Uraian Tugas dan Tanggung Jawab *Assets and Liabilities Committee* (ALCO)

Uraian tanggung jawab ALCO, sebagai berikut:

1. Memantau dan memperhatikan struktur neraca dan memaksimalkan profitabilitas.
2. Merencanakan, menetapkan, dan mengendalikan sumber dan penggunaan dana Bank.
3. Menetapkan tingkat suku bunga kredit maupun pendanaan.
4. Melakukan evaluasi anggaran dan realisasi laporan keuangan Bank dengan memperhatikan indikator-indikator/risiko Bank.
5. Merumuskan, menetapkan dan mengevaluasi kebijakan, strategi, dan sasaran dalam bidang-bidang ALMA, yaitu:
 1. Manajemen Strategi.
 2. Manajemen Likuiditas.
 3. Manajemen *Gap*, dan
 4. Manajemen Investasi dan Pendapatan (*Pricing*).
6. Memantau dan memperhatikan perkembangan kondisi ekonomi mikro maupun makro, seperti inflasi, nilai tukar, dan perkembangan suku bunga yang dapat mempengaruhi kinerja Bank.

ASSETS AND LIABILITIES COMMITTEE (ALCO)

Assets and Liabilities Committee (ALCO) is a Committee serving as a forum for *Assets and Liabilities Management* (ALMA) in the process of planning and controlling coordinated banking funds utilization source, in which its function is implemented consistently with the prudential principles and by considering the development of any factor affecting banking operations, whether it comes from external party or internal structure. In performing the function, ALCO is supported by ALCO Support for obtaining, processing, analyzing, and formulating entire data on assets and liabilities, and the data is then submitted to the ALCO.

Assets and Liabilities Committee (ALCO)'S Structure and Members

Composition of the ALCO is as follows:

1. Chairman (Permanent Member) : *Deputy President Director*
2. Secretary (Permanent Member) : *Treasury Division Head*
3. Permanent Members:
 - a. Board of Directors
 - b. All Senior Executive Vice Presidents (SEVP)
 - c. All Division Heads of the Business Directorate
 - d. All Division Heads of the Credit Directorate
 - e. Risk Management/Integrated Division Head
 - f. Finance and Accounting Division Head
4. Members (Non-Permanent):
 - a. Any members from other division or other working unit other than Permanent Members
 - b. All area heads.

Description of *Assets and Liabilities Tasks and Responsibilities Committee* (ALCO)

The ALCO's responsibilities are described as follows:

1. To monitoring and to oversee the balance sheet structure, as well as to maximize profitability.
2. To plan, to establish, and to control any source and use of the Bank's funds.
3. To determine interest rates on credit and funding.
4. To evaluate the budget and realization of the Bank's financial statements by considering the Bank's indicators/risks.
5. To formulate, to define, and to evaluate any policy, strategy, and target on ALMA fields, namely as follows:
 1. Strategy Management.
 2. Liquidity Management.
 3. Gap Management, and
 4. Investment and Pricing Management.
6. To monitor and to observe the development of micro and macroeconomic conditions, such as inflation, exchange rates, and interest rate development that may affect the Bank's performance.

Pelaksanaan Tugas *Assets and Liabilities Committee* (ALCO) Tahun 2018
2018 Implementation of The *Assets and Liabilities Committee* (ALCO)'S Duties

No.	Tanggal Date	Rapat Meeting	Peserta Rapat Meeting Attendants
1.	11 Januari 2018 11 January 2018	1. Ekonomi Moneter / Monetary Economics 2. Ekonomi Makro / Macro Economics 3. Portofolio Surat Berharga dan Aktivitas Treasury / Portfolio of Securities and Treasury Activities 4. Manajemen Risiko Pasar dan Likuiditas / Liquidity and Market Risk Management 5. Kinerja Bank Victoria / Bank Victoria's Performance 6. Dana Pihak Ketiga (DPK) / Third-Party Funds 7. Kredit / Credits 8. <i>Special Asset Management</i> / Special Asset Management	1. Daniel Budirahayu (Direktur Utama / President Director) 2. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 3. Rita Gosal (Direktur / Director) 4. Ramon M. Runtu (Direktur / Director) 5. Muhammad Rakhmadani (<i>Associate Director</i> / Associate Director) 6. Ferry O. Mantiri (<i>Associate Director</i> / Associate Director) 7. Iwan (<i>Associate Director</i> / Associate Director) 8. Ritayana (Sekretaris ALCO / ALCO's Secretary) 9. Surjadi Hardiman (Anggota / Member) 10. M. Adi Kusuma (Anggota / Member) 11. Nunung Waskito (Anggota / Member) 12. Tumbur P. Limbong (Anggota / Member) 13. Luhut Napitupulu
2.	13 Februari 2018 13 February 2018	1. Ekonomi Moneter / Monetary Economics 2. Ekonomi Makro / Macro Economics 3. Portofolio Surat Berharga dan Aktivitas Treasury / Portfolio of Securities and Treasury Activities 4. Manajemen Risiko Pasar dan Likuiditas / Liquidity and Market Risk Management 5. Kinerja Bank Victoria / Bank Victoria's Performance 6. Dana Pihak Ketiga (DPK) / Third-Party Funds 7. Kredit / Credits 8. <i>Special Asset Management</i> / Special Asset Management	1. Daniel Budirahayu (Direktur Utama / President Director) 2. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 3. Ramon M. Runtu (Direktur / Director) 4. Muhammad Rakhmadani (<i>Associate Director</i> / Associate Director) 5. Iwan (<i>Associate Director</i> / Associate Director) 6. Ritayana (Sekretaris ALCO / ALCO's Secretary) 7. Surjadi Hardiman (Anggota / Member) 8. Nunung Waskito (Anggota / Member) 9. Hermawan (Anggota / Member) 10. Tumbur P. Limbong (Anggota / Member) 11. Luhut Napitupulu
3.	13 Maret 2018 13 March 2018	1. Ekonomi Moneter / Monetary Economics 2. Ekonomi Makro / Macro Economics 3. Portofolio Surat Berharga dan Aktivitas Treasury / Portfolio of Securities and Treasury Activities 4. Manajemen Risiko Pasar dan Likuiditas / Liquidity and Market Risk Management 5. Kinerja Bank Victoria / Bank Victoria's Performance 6. Dana Pihak Ketiga (DPK) / Third-Party Funds 7. Kredit / Credits 8. <i>Special Asset Management</i> / Special Asset Management	1. Daniel Budirahayu (Direktur Utama / President Director) 2. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 3. Ramon M. Runtu (Direktur / Director) 4. Tamunan (Direktur Kepatuhan dan Manajemen Risiko/ Compliance and Risk Management Director) 5. Muhammad Rakhmadani (<i>Associate Director</i> / Associate Director) 6. Ferry O. Mantiri (<i>Associate Director</i> / Associate Director) 7. Iwan (<i>Associate Director</i> / Associate Director) 8. Rolytha Sayuli Manullang (<i>Associate Director</i> / Associate Director) 9. Ritayana (Sekretaris ALCO / ALCO's Secretary) 10. Henry Indra Djaja (Anggota / Member) 11. Surjadi Hardiman (Anggota / Member) 12. Nunung Waskito (Anggota / Member) 13. Tumbur P. Limbong (Anggota / Member)
4.	10 April 2018	1. ALCO Minutes / ALCO Minutes 2. Ekonomi Moneter / Monetary Economics 3. Ekonomi Makro / Macro Economics 4. Portofolio Surat Berharga dan Aktivitas Treasury / Portfolio of Securities and Treasury Activities 5. Manajemen Risiko Pasar dan Likuiditas / Liquidity and Market Risk Management 6. Kinerja Bank Victoria / Bank Victoria's Performance 7. Dana Pihak Ketiga (DPK) / Third-Party Funds 8. Kredit / Credits 9. <i>Special Asset Management</i> / Special Asset Management 10. Keputusan ALCO / ALCO Decision	1. Daniel Budirahayu (Direktur Utama / President Director) 2. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 3. Ramon M. Runtu (Direktur / Director) 4. Tamunan (Direktur Kepatuhan dan Manajemen Risiko/ Compliance and Risk Management Director) 5. Muhammad Rakhmadani (<i>Associate Director</i> / Associate Director) 6. Ferry O. Mantiri (<i>Associate Director</i> / Associate Director) 7. Iwan (<i>Associate Director</i> / Associate Director) 8. Rolytha Sayuli Manullang (<i>Associate Director</i> / Associate Director) 9. Tomi Parisianto Wibowo (<i>Associate Director</i> / Associate Director) 10. Ritayana (Sekretaris ALCO / ALCO's Secretary) 11. M. Adi Kusuma (Anggota / Member) 12. Henry Indra Djaja (Anggota / Member) 13. Duisa Labora (Anggota / Member) 14. Nunung Waskito (Anggota / Member) 15. Hermawan (Anggota / Member) 16. Claudia Audrey (Anggota / Member)

No.	Tanggal Date	Rapat Meeting	Peserta Rapat Meeting Attendants
5.	11 Mei 2018 11 May 2018	1. Ekonomi Moneter / Monetary Economics 2. Ekonomi Makro / Macro Economics 3. Portofolio Surat Berharga dan Aktivitas Treasury / Portfolio of Securities and Treasury Activities 4. Manajemen Risiko Pasar dan Likuiditas / Liquidity and Market Risk Management 5. Kinerja Bank Victoria / Bank Victoria's Performance 6. Dana Pihak Ketiga (DPK) / Third-Party Funds 7. Kredit / Credits 8. <i>Special Asset Management</i> / Special Asset Management	1. Daniel Budirahayu (Direktur Utama / President Director) 2. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 3. Ramon M. Runtu (Direktur / Director) 4. Tamunan (Direktur Kepatuhan dan Manajemen Risiko/ Compliance and Risk Management Director) 5. Ferry O. Mantiri (<i>Associate Director</i> / Associate Director) 6. Iwan (<i>Associate Director</i> / Associate Director) 7. Rolytha Sayuli Manullang (<i>Associate Director</i> / Associate Director) 8. Tomi Parisianto Wibowo (<i>Associate Director</i> / Associate Director) 9. Ritayana (Sekretaris ALCO / ALCO's Secretary) 10. Henry Indra Djaja (Anggota / Member) 11. Surjadi Hardiman (Anggota / Member) 12. Duisa Labora (Anggota / Member) 13. Nunung Waskito (Anggota / Member) 14. Hermawan (Anggota / Member) 15. Tumbur P. Limbong (Anggota / Member)
6.	8 Juni 2018 8 June 2018	1. Ekonomi Moneter / Monetary Economics 2. Ekonomi Makro / Macro Economics 3. Portofolio Surat Berharga dan Aktivitas Treasury / Portfolio of Securities and Treasury Activities 4. Manajemen Risiko Pasar dan Likuiditas / Liquidity and Market Risk Management 5. Kinerja Bank Victoria / Bank Victoria's Performance 6. Dana Pihak Ketiga (DPK) / Third-Party Funds 7. Kredit / Credits 8. <i>Special Asset Management</i> / Special Asset Management	1. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 2. Ramon M. Runtu (Direktur / Director) 3. Tamunan (Direktur Kepatuhan dan Manajemen Risiko/ Compliance and Risk Management Director) 4. Ferry O. Mantiri (<i>Associate Director</i> / Associate Director) 5. Iwan (<i>Associate Director</i> / Associate Director) 6. Tomi Parisianto Wibowo (<i>Associate Director</i> / Associate Director) 7. Ritayana (Sekretaris ALCO / ALCO's Secretary) 8. Henry Indra Djaja (Anggota / Member) 9. Surjadi Hardiman (Anggota / Member) 10. M. Adi Kusuma (Anggota / Member) 11. Duisa Labora (Anggota / Member) 12. Nunung Waskito (Anggota / Member) 13. Hermawan (Anggota / Member) 14. Claudia Audrey (Anggota / Member)
7.	3 Juli 2018 3 July 2018	Peninjauan kembali suku bunga Dana Pihak Ketiga dan suku bunga kredit Reviewing Third Party's Fund interest rate and credit interest rate	1. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 2. Ramon M. Runtu (Direktur / Director) 3. Tamunan (Direktur Kepatuhan dan Manajemen Risiko/ Compliance and Risk Management Director) 4. Ferry O. Mantiri (<i>Associate Director</i> / Associate Director) 5. Iwan (<i>Associate Director</i> / Associate Director) 6. Rolytha Sayuli Manullang (<i>Associate Director</i> / Associate Director) 7. Tomi Parisianto Wibowo (<i>Associate Director</i> / Associate Director) 8. Ritayana (Sekretaris ALCO / ALCO's Secretary) 9. Hermawan (Anggota / Member) 10. Claudia Audrey (Anggota / Member)
8.	10 Juli 2018 10 July 2018	1. Ekonomi Moneter / Monetary Economics 2. Ekonomi Makro / Macro Economics 3. Portofolio Surat Berharga dan Aktivitas Treasury / Portfolio of Securities and Treasury Activities 4. Manajemen Risiko Pasar dan Likuiditas / Liquidity and Market Risk Management 5. Kinerja Bank Victoria / Bank Victoria's Performance 6. Dana Pihak Ketiga (DPK) / Third-Party Funds 7. Kredit / Credits 8. <i>Special Asset Management</i> / Special Asset Management	1. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 2. Ramon M. Runtu (Direktur / Director) 3. Tamunan (Direktur Kepatuhan dan Manajemen Risiko/ Compliance and Risk Management Director) 4. Ferry O. Mantiri (<i>Associate Director</i> / Associate Director) 5. Iwan (<i>Associate Director</i> / Associate Director) 6. Rolytha Sayuli Manullang (<i>Associate Director</i> / Associate Director) 7. Tomi Parisianto Wibowo (<i>Associate Director</i> / Associate Director) 8. Ritayana (Sekretaris ALCO / ALCO's Secretary) 9. Henry Indra Djaja (Anggota / Member) 10. Surjadi Hardiman (Anggota / Member) 11. M. Adi Kusuma (Anggota / Member) 12. Duisa Labora (Anggota / Member) 13. Nunung Waskito (Anggota / Member) 14. Hermawan (Anggota / Member) 15. Claudia Audrey (Anggota / Member)

No.	Tanggal Date	Rapat Meeting	Peserta Rapat Meeting Attendants
9.	21 Agustus 2018 21 August 2018	1. Ekonomi Moneter / Monetary Economics 2. Ekonomi Makro / Macro Economics 3. Portofolio Surat Berharga dan Aktivitas Treasury / Portfolio of Securities and Treasury Activities 4. Manajemen Risiko Pasar dan Likuiditas / Liquidity and Market Risk Management 5. Kinerja Bank Victoria / Bank Victoria's Performance 6. Dana Pihak Ketiga (DPK) / Third-Party Funds 7. Kredit / Credits 8. <i>Special Asset Management</i> / Special Asset Management	1. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 2. Ramon M. Runtu (Direktur / Director) 3. Tamunan (Direktur / Director) 4. Ferry O. Mantiri (SEVP / SEVP) 5. Iwan (SEVP / SEVP) 6. Rolytha Sayuli Manulang (SEVP / SEVP) 7. Tomi Parisianto Wibowo (SEVP / SEVP) 8. Ritayana (Sekretaris ALCO / ALCO's Secretary) 9. Henry Indra Djaja (Anggota / Member) 10. Surjadi Hardiman (Anggota / Member) 11. Ryano Tandayu (Anggota / Member) 12. Duisa Labora (Anggota / Member) 13. Hermawan (Anggota / Member) 14. Claudia Audrey (Anggota / Member)
10.	14 September 2018 14 September 2018	1. Ekonomi Moneter / Monetary Economics 2. Ekonomi Makro / Macro Economics 3. Portofolio Surat Berharga dan Aktivitas Treasury / Portfolio of Securities and Treasury Activities 4. Manajemen Risiko Pasar dan Likuiditas / Liquidity and Market Risk Management 5. Kinerja Bank Victoria / Bank Victoria's Performance 6. Dana Pihak Ketiga (DPK) / Third-Party Funds 7. Kredit / Credits	1. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 2. Ramon M. Runtu (Direktur / Director) 3. Tamunan (Direktur Kepatuhan dan Manajemen Risiko/ Compliance and Risk Management Director) 4. Iwan (SEVP / SEVP) 5. Tomi Parisianto Wibowo (SEVP / SEVP) 6. Slamet Riyadi (SEVP / SEVP) 7. Ritayana (Sekretaris ALCO / ALCO's Secretary) 8. Henry Indra Djaja (Anggota / Member) 9. Surjadi Hardiman (Anggota / Member) 10. Ryano Tandayu (Anggota / Member) 11. Hermawan (Anggota / Member) 12. Claudia Audrey (Anggota / Member)
11.	28 September 2018 28 September 2018	Peninjauan kembali suku bunga Dana Pihak Ketiga Reconsideration of Third Party's Funds interest rate	1. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 2. Ramon M. Runtu (Direktur / Director) 3. Tamunan (Direktur Kepatuhan dan Manajemen Risiko/ Compliance and Risk Management Director) 4. Iwan (SEVP / SEVP) 5. Tomi Parisianto Wibowo (SEVP / SEVP) 6. Ritayana (Sekretaris ALCO / ALCO's Secretary) 7. Hermawan (Anggota / Member) 8. Claudia Audrey (Anggota / Member)
12.	11 Oktober 2018 11 October 2018	1. Ekonomi Moneter / Monetary Economics 2. Ekonomi Makro / Macro Economics 3. Portofolio Surat Berharga dan Aktivitas Treasury / Portfolio of Securities and Treasury Activities 4. Manajemen Risiko Pasar dan Likuiditas / Liquidity and Market Risk Management 5. Kinerja Bank Victoria / Bank Victoria's Performance 6. Dana Pihak Ketiga (DPK) / Third-Party Funds 7. Kredit / Credits	1. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 2. Ramon M. Runtu (Direktur / Director) 3. Tamunan (Direktur Kepatuhan dan Manajemen Risiko/ Compliance and Risk Management Director) 4. Ferry O. Mantiri (SEVP / SEVP) 5. Iwan (SEVP / SEVP) 6. Tomi Parisianto Wibowo (SEVP / SEVP) 7. Slamet Riyadi (SEVP / SEVP) 8. Ritayana (Sekretaris ALCO / ALCO's Secretary) 9. Henry Indra Djaja (Anggota / Member) 10. Surjadi Hardiman (Anggota / Member) 11. Ryano Tandayu (Anggota / Member) 12. Hans Tanurahardja (Anggota / Member) 13. Duisa Labora (Anggota / Member) 14. Hermawan (Anggota / Member) 15. Claudia Audrey (Anggota / Member)
13.	16 November 2018 16 November 2018	1. Ekonomi Moneter / Monetary Economics 2. Ekonomi Makro / Macro Economics 3. Portofolio Surat Berharga dan Aktivitas Treasury / Portfolio of Securities and Treasury Activities 4. Manajemen Risiko Pasar dan Likuiditas / Liquidity and Market Risk Management 5. Kinerja Bank Victoria / Bank Victoria's Performance 6. Dana Pihak Ketiga (DPK) / Third-Party Funds 7. Kredit / Credits	1. Ahmad Fajar (Direktur Utama / President Director) 2. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 3. Lembing (Direktur / Director) 4. Tamunan (Direktur Kepatuhan dan Manajemen Risiko/ Compliance and Risk Management Director) 5. Ferry O. Mantiri (SEVP / SEVP) 6. Iwan (SEVP / SEVP) 7. Tomi Parisianto Wibowo (SEVP / SEVP) 8. Ritayana (Sekretaris ALCO / ALCO's Secretary) 9. Henry Indra Djaja (Anggota / Member) 10. Ryano Tandayu (Anggota / Member) 11. Hans Tanurahardja (Anggota / Member) 12. Duisa Labora (Anggota / Member) 13. Hermawan (Anggota / Member) 14. Claudia Audrey (Anggota / Member)

No.	Tanggal Date	Rapat Meeting	Peserta Rapat Meeting Attendants
14.	13 Desember 2018 13 December 2018	1. Ekonomi Moneter / Monetary Economics 2. Ekonomi Makro / Macro Economics 3. Portofolio Surat Berharga dan Aktivitas Treasury / Portfolio of Securities and Treasury Activities 4. Manajemen Risiko Pasar dan Likuiditas / Liquidity and Market Risk Management 5. Kinerja Bank Victoria / Bank Victoria's Performance 6. Dana Pihak Ketiga (DPK) / Third-Party Funds 7. Kredit / Credits	1. Ahmad Fajar (Direktur Utama / President Director) 2. Rusli (Wakil Direktur Utama/Ketua ALCO / Deputy President Director/ Chairman of ALCO) 3. Lembing (Direktur / Director) 4. Ramon M. Runtu (Direktur / Director) 5. Debora W. Tanoyo (Direktur / Director) 6. Tamunan (Direktur Kepatuhan dan Manajemen Risiko/ Compliance and Risk Management Director) 7. Ferry O. Mantiri (SEVP / SEVP) 8. Slamet Riyadi (SEVP / SEVP) 9. Ritayana (Sekretaris ALCO / ALCO's Secretary) 10. Ryano Tandayu (Anggota / Member) 11. Hans Tanurahardja (Anggota / Member) 12. Hermawan (Anggota / Member) 13. Claudia Audrey (Anggota / Member)

KOMITE TEKNOLOGI INFORMASI

Komite Teknologi Informasi merupakan Komite yang berfungsi untuk membantu Direksi dalam menganalisa dan/atau mengevaluasi pelaksanaan pengelolaan di bidang teknologi informasi.

Struktur dan Keanggotaan Komite Teknologi Informasi

Susunan komposisi Komite Teknologi Informasi sebagai berikut:

1. Ketua : Direktur Utama
2. Koordinator Komite : Wakil Direktur Utama
3. Wakil Koordinator Komite : *Associate Director of Operations and System*
4. Sekretaris : Kepala Divisi dan Wakil Kepala Divisi *Information Technology*
5. Anggota :
 Direktur Kepatuhan dan Manajemen Risiko
 Kepala Divisi *Risk Management/Integrated*
 Kepala Divisi *Operational and Internal Control*
 Kepala Divisi *Finance and Accounting*
 Kepala Divisi *Commercial Banking*
 Kepala Divisi *Credit Administration*
 Kepala Divisi *Marketing Communication*
 Kepala Divisi *Product Development*
 Kepala Divisi *Human Capital Management and General Affair*.

Uraian Tugas Dan Tanggung Jawab Komite Teknologi Informasi

Uraian tanggung jawab Komite Teknologi Informasi, sebagai berikut:

1. Membuat Rencana Strategis Teknologi Informasi (*Information Technology Strategic Plan*) yang sesuai dengan rencana strategis kegiatan usaha Bank.
2. Merumuskan kebijakan prosedur teknologi informasi sesuai dengan Peraturan Bank Indonesia No. 9/15/PBI/2007 tanggal 30 November 2007 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Bank Umum.
3. Melakukan pemantauan kesesuaian proyek-proyek teknologi informasi yang disetujui dengan Rencana Strategis Teknologi Informasi.
4. Melakukan pemantauan kesesuaian proyek-proyek teknologi informasi dengan rencana proyek (*project charter*) yang disepakati dalam *Service Level Agreement* (SLA).

INFORMATION TECHNOLOGY COMMITTEE

Information Technology Committee is a Committee serving to assist the Board of Directors in analyzing and/or evaluating the implementation of management in information technology sector.

Information Technology Committee's Structure and Members

Composition of Information Technology Committee is as follows:

1. Chairman : President Director
2. Committee Coordinator : Deputy President Director
3. Committee Vice Coordinator : *Associate Director of Operations and System*
4. Secretary : Information Technology Division Head and Vice Head Division
5. Members :
 Risk Management and Compliance Director
 Risk Management/Integrated Division Head
 Operational and Internal Control Division Head
 Finance and Accounting Division Head
 Commercial Banking Division Head
 Credit Administration Division Head
 Marketing Communication Division Head
 Product Development Division Head
 Human Capital Management and General Affair Division Head.

Description On the Information Technology Committee's Duties And Responsibilities

The Information Technology Committee's responsibilities are described as follows:

1. To prepare Information Technology Strategic Plan in line with the strategic plan of the Bank's business activities;
2. To formulate information technology procedure policy in accordance with Bank Indonesia's Regulation No. 9/15/PBI/2007 dated 30 November 2007 on Risk Management Implementation in the Use of Information Technology for Commercial Banks;
3. To monitor the compatibility between the approved information technology project and the Information Technology Strategic Plan;
4. To monitor the compatibility between the information technology project and the related project charter as agreed in the *Service Level Agreement* (SLA);

5. Melakukan pemantauan kesesuaian teknologi informasi dengan kebutuhan Sistem Informasi Manajemen yang mendukung pengelolaan kegiatan usaha Bank.
6. Melakukan evaluasi terhadap efektivitas langkah-langkah manajemen resiko dalam teknologi informasi.
7. Melakukan pemantauan atas kinerja teknologi informasi dan upaya peningkatannya.
8. Melakukan penyelesaian berbagai masalah terkait teknologi informasi yang tidak dapat diselesaikan oleh satuan kerja pengguna dan satuan kerja penyelenggara, dan
9. Melakukan evaluasi kecukupan dan lokasi sumber daya yang dimiliki Bank.

5. To monitor the compatibility between information technology and need of Management Information System to support the management of the Bank's business activities;
6. To evaluate the effectiveness of risk management measures in information technology;
7. To monitor information technology performance and its improvement efforts;
8. To resolve problems related to information technology that cannot be resolved by a user working unit and an organizing work unit; and
9. To evaluate the adequacy and location of resources owned by the Bank.

Pelaksanaan Tugas dan Tanggung Jawab Komite Teknologi Informasi Tahun 2018

2018 Implementation of the Information Technology Committee's Duties and Responsibilities

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participant
1	7 Februari 2018 7 February 2018	1. Pembahasan <i>Roadmap</i> TI. 2. Pembahasan <i>Project</i> 2018. 3. Pembahasan TI <i>Organisation</i> . 1. Discussion on IT Roadmap. 2. Discussion on Project 2018. 3. Discussion on IT Organization.	1. Daniel Budirahayu (Direktur Utama / President Director) 2. Rusli (Wakil Direktur Utama / Deputy President Director) 3. Tamunan (Direktur Kepatuhan dan Manajemen Risiko / Risk Management and Compliance Director) 4. Gunawan Tenggarahardja (Komisaris/Komisaris Independen / Commissioner/Independent Commissioner) 5. Oliver Simorangkir (Komisaris Utama / President Commissioner) 6. Zaenal Abidin, PhD (Komisaris/Komisaris Independen / Commissioner/Independent Commissioner) 7. Muhammad Rakhmadhani (Associate Director / Associate Director) 8. Robby Yuwono (Sekretaris / Secretary) 9. Ivan Jonathan (Anggota / Member) 10. Syarifudin (Anggota / Member) 11. Tumbur P Limbong (Anggota / Member) 12. Paras Nurhayat (Anggota / Member) 13. Julius Ruus (Anggota / Member) 14. Hermawan (Anggota / Member) 15. Theresia Maria (Anggota / Member) 16. Djoko Soendjojo (Anggota / Member) 17. Bakti Setiadi (Anggota / Member) 18. Sandy Arief (Anggota / Member) 19. R. Didin Adiwinata (Anggota / Member)
2.	2 Juli 2018 2 July 2018	Pembahasan TI <i>Strategic Plan</i> Tahun 2018. Discussion on 2018 IT Strategic Plan.	1. Daniel Budirahayu (Direktur Utama / President Director) 2. Rusli (Wakil Direktur Utama / Deputy President Director) 3. Tamunan (Direktur Kepatuhan dan Manajemen Risiko / Risk Management and Compliance Director) 4. Gunawan Tenggarahardja (Komisaris/Komisaris Independen / Commissioner/Independent Commissioner) 5. Oliver Simorangkir (Komisaris Utama / President Commissioner) 6. Ramon M Runtu (Direktur Kredit / Credit Director) 7. Zaenal Abidin, PhD (Komisaris/Komisaris Independen / Commissioner/Independent Commissioner) 8. Muhammad Rakhmadhani (Associate Director / Associate Director) 9. Robby Yuwono (Sekretaris / Secretary) 10. Ivan Jonathan (Anggota / Member) 11. Syarifudin (Anggota / Member) 12. Tumbur P Limbong (Anggota / Member) 13. Paras Nurhayat (Anggota / Member) 14. Julius Ruus (Anggota / Member) 15. Hermawan (Anggota / Member) 16. Theresia Maria (Anggota / Member) 17. Djoko Soendjojo (Anggota / Member) 18. Bakti Setiadi (Anggota / Member) 19. Sandy Arief (Anggota / Member) 20. R. Didin Adiwinata (Anggota / Member) 21. Achmad Sofyanadi (Anggota / Member) 22. Rulyta (Anggota / Member)

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participant
3.	27 Juli 2018 July 27, 2018	Pembahasan TI <i>Strategic Plan</i> Tahun 2018. a. <i>Corebanking Transformation Framework</i>. b. <i>Comprehenship Assesment</i>. c. <i>Vision dan Strategy</i>. d. <i>Current Infrastructure</i>. e. <i>System Configuration</i>. f. <i>GAP Analysis</i>. g. <i>Corebanking Transformation Option</i>. h. <i>Recommendation</i>. Discussion on 2018 IT Strategic Plan. a. <i>Corebanking Transformation Framework</i>. b. <i>Comprehensive Assessment</i>. c. <i>Vision and Strategy</i>. d. <i>Current Infrastructure</i>. e. <i>System Configuration</i>. f. <i>GAP Analysis</i>. g. <i>Corebanking Transformation Option</i>. h. <i>Recommendation</i>.	1. Daniel Budirahayu (Direktur Utama / President Director) 2. Rusli (Wakil Direktur Utama / Deputy President Director) 3. Tamunan (Direktur Kepatuhan dan Manajemen Risiko / Risk Management and Compliance Director) 4. Gunawan Tenggarahardja (Komisaris/Komisaris Independen / Commissioner/Independent Commissioner) 5. Oliver Simorangkir (Komisaris Utama / President Commissioner) 6. Ramon M Runtu (Direktur Kredit / Credit Director) 7. Zaenal Abidin, PhD (Komisaris/Komisaris Independen / Commissioner/Independent Commissioner) 8. Muhammad Rakhmadhani (Associate Director / Associate Director) 9. Robby Yuwono (Sekretaris / Secretary) 10. Ivan Jonathan (Anggota / Member) 11. Syarifudin (Anggota / Member) 12. Tumbur P Limbong (Anggota / Member) 13. Paras Nurhayat (Anggota / Member) 14. Julius Ruus (Anggota / Member) 15. Hermawan (Anggota / Member) 16. Theresia Maria (Anggota / Member) 17. Djoko Soendjojo (Anggota / Member) 18. Bkti Setiadi (Anggota / Member) 19. Sandy Arief (Anggota / Member) 20. R. Didin Adiwinata (Anggota / Member) 21. Achmad Sofyanadi (Anggota / Member) 22. Rulyta (Anggota / Member)
4.	21 Desember 2018 21 December 2018	Pembahasan TI <i>Strategic Plan</i> Tahun 2019. a. <i>Background ITSP & Environmental Landscape</i>. b. <i>TI Strategic Planning 2019</i>. c. <i>ITSC Decision 2019</i>. Discussion of IT Strategic Plan for 2019. a. <i>ITSP Background & Environmental Landscape</i>. b. <i>IT Strategic Planning for 2019</i>. c. <i>ITSC Decision for 2019</i>.	1. Ahmad Fajar (Direktur Utama / President Director) 2. Rusli (Wakil Direktur Utama / Deputy President Director) 3. Tamunan (Direktur Kepatuhan dan Manajemen Risiko / Risk Management and Compliance Director) 4. Gunawan Tenggarahardja (Komisaris Independen / Independent Commissioner) 5. Oliver Simorangkir (Komisaris Utama / President Commissioner) 6. Ramon M Runtu (Direktur Kredit / Credit Director) 7. Zaenal Abidin, PhD (Komisaris/Komisaris Independen / Commissioner/Independent Commissioner) 8. Lembing (Direktur Bisnis / Business Director) 9. Slamet Riyadi (SEVP TI & Operasional / Operational & IT SEVP) 10. Robby Yuwono (Sekretaris / Secretary) 11. Ivan Jonathan (Anggota / Member) 12. Syarifudin (Anggota / Member) 13. Nino Ramadhan (Anggota / Member) 14. Julius Ruus (Anggota / Member) 15. Hermawan (Anggota / Member) 16. Theresia Maria (Anggota / Member) 17. Kokot D (Anggota / Member) 18. Bkti Setiadi (Anggota / Member) 19. R. Didin Adiwinata (Anggota / Member) 20. Achmad Sofyanadi (Anggota / Member) 21. Deddy Idrus (Anggota / Member) 22. Henry (Anggota / Member)

KOMITE PRODUK

Komite Produk merupakan Komite yang membantu Direksi dalam memberikan arahan kebijakan yang berkaitan dengan pengelolaan produk *liabilities* dan *wealth management* yang akan dan/atau telah diterbitkan agar produk tersebut mampu bersaing dengan bank lain dan menghasilkan keuntungan bagi Bank. Dalam melaksanakan tugas tersebut, Komite wajib memperhatikan kepentingan nasabah dan Bank, sekaligus menerapkan prinsip-prinsip kehati-hatian dan manajemen risiko.

PRODUCT COMMITTEE

Product Committee is a Committee assisting the Board of Directors in providing policy-related direction in connection with the management of liabilities and wealth management products that will be and/or have been launched so that such products can compete with those of other banks and generate profits for the Bank. In performing these duties, the Committee must take into account interests of the Bank and its customers and must apply prudential principles and risk management.

Struktur dan Keanggotaan Komite Produk

Berikut struktur dan keanggotaan Komite Produk.

1. Ketua : *Associate Director of Operations and System*
2. Sekretaris : *Kepala Unit Product Development*
3. Anggota :
 - a. *Associate Director of Funding and Branch Management*
 - b. *Kepala Divisi Information Technology*
 - c. *Kepala Divisi Operational & Internal Control*
 - d. *Kepala Divisi Compliance, KYC/Integrated & System Procedure*
 - e. *Kepala Divisi Finance and Accounting*
 - f. *Unit Head Funding and Wealth Acquisition*
 - g. *Unit Head Branch Support and Development*
 - h. *Unit Head Marketing Communication*
 - i. *Product Development Senior Officer.*

Uraian Tugas dan Tanggung Jawab Komite Produk

Berikut ini merupakan uraian tanggung jawab Komite Produk.

1. Memberikan masukan, pertimbangan dan rekomendasi atas pengelolaan produk *asset and liabilities* kepada Direksi mulai dari rencana penerbitan, pengembangan dan/atau modifikasi produk, sampai dengan melakukan analisis/kajian terhadap *existing product*;
2. Mengawasi Kebijakan Produk agar dapat diterapkan dan dilaksanakan secara konsekuen, konsisten, dan bertanggung jawab, serta mencari solusi apabila terjadi hambatan atau kendala dalam penerapannya;
3. Memantau dan mengevaluasi potensial risiko yang akan terjadi terhadap:
 - a. Perkembangan penjualan produk dan portofolio produk;
 - b. Poin-poin pengawasan Kebijakan Produk;
 - c. Strategi Kebijakan Produk; dan
 - d. Portofolio produk untuk kemudian dipergunakan sebagai masukan dan saran kepada Direksi untuk menentukan langkah-langkah perbaikan yang diperlukan.
4. Tugas dan tanggung jawab Komite tidak termasuk hal-hal yang berkaitan dengan pengembangan program dan promosi produk.

PELAKSANAAN TUGAS DAN TANGGUNG JAWAB KOMITE PRODUK TAHUN 2018

Tanggal Date	Rapat Meeting	Peserta Participants
27 November 2018	1. <i>Review Kinerja Produk CASA</i>	• Daniel Budirahayu*) • Rusli • Tamunan • Muhammad Rakhmadhani • Panggih Wijoyono • Purwoko • Iwan • Hertanto T. Surya • Schubert • Sutarwan • Tiara • Theresia • Andika Bayu
27 November 2018	2. <i>Review Kinerja Produk Bancassurance</i>	
	3. <i>Review Kinerja Internet Banking dan Mobile</i>	
	4. <i>Arahan dan Masukan dari Komite Produk</i>	
	1. <i>Review of performance of CASA product</i>	
	2. <i>Review of performance of Bancassurance product</i>	
	3. <i>Review of performance of Internet Banking and Mobile Banking</i>	
	4. <i>Directive and advice from the Product Committee</i>	

*) Berhenti menjabat sejak tanggal 18 Mei 2018. / End of term of office as of 18 May 2018.

Product Committee's Structure and Members

Here is the Product Committee's structure and members.

1. Chairman : *Associate Director of Operations and System*
2. Secretary : *Product Development Univ Head*
3. Members :
 - a. *Funding and Branch Management Associate Director*
 - b. *Information Technology Division Head*
 - c. *Operational & Internal Control Division Head*
 - d. *Compliance Division Head, KYC/Integrated & System Procedure*
 - e. *Finance and Accounting Division Head*
 - f. *Funding and Wealth Acquisition Unit Head*
 - g. *Branch Support and Development Unit Head*
 - h. *Marketing Communication Unit Head*
 - i. *Product Development Senior Officer.*

Description On the Product Committee's Duties and Responsibilities

Here is the description on the Product Committee's responsibilities.

1. Providing inputs, considerations, and recommendations on the management of asset and liabilities products to the Board of Directors starting from the plan of launching, developing, and/or modifying the products, to analyzing/reviewing any existing products;
2. Monitoring the Product Policy to be implemented and conducted consistently, consequently, and responsibly, and seeking solutions if there are any obstacles or constraints in its application;
3. Monitoring and evaluating potential risks that will occur to:
 - a. The development of product sales and portfolio;
 - b. Monitoring points of Product Policy;
 - c. Product Policy Strategies; and
 - d. Product portfolio is then applied as input and advice to the Board Directors to determine any required improvement.
4. The Committee's duties and responsibilities shall not include anything relating to program development and product promotion.

2018 IMPLEMENTATION OF THE PRODUCT COMMITTEE'S DUTIES AND RESPONSIBILITIES

KOMITE PERSONALIA

Komite Personalia bertugas untuk membantu Direksi dalam merumuskan kebijakan, mengawasi pelaksanaan kebijakan, memantau perkembangan dan kondisi ketenagakerjaan, serta memberikan saran langkah perbaikan yang sesuai dengan peraturan ketenagakerjaan di perbankan dan Undang-Undang Ketenagakerjaan yang berlaku di Indonesia.

Struktur dan Keanggotaan Komite Personalia

Adapun keanggotaan Komite Personalia, yaitu:

1. Ketua : Direktur Utama
2. Sekretaris : Kepala Divisi *Human Capital Management and General Affair*
3. Anggota :
 - a. Wakil Direktur Utama
 - b. Direktur Bisnis
 - c. Direktur Kredit.

Uraian Tugas dan Tanggung Jawab Komite Personalia

Uraian tanggung jawab Komite Personalia, sebagai berikut:

1. Memberikan masukan kepada Direksi dalam merumuskan kebijakan ketenagakerjaan.
2. Mengawasi kebijakan yang berhubungan dengan karyawan agar dilaksanakan secara konsekuen dan konsisten.
3. Melakukan kajian terhadap kebijakan ketenagakerjaan Bank dan memberikan saran kepada Direksi apabila diperlukan perubahan kebijakan ketenagakerjaan Bank.
4. Memantau dan mengevaluasi efektifitas setiap pegawai, dan
5. Memberikan masukan dan solusi untuk hambatan dan masalah yang terjadi terkait dengan ketenagakerjaan Bank.

Pelaksanaan Tugas dan Tanggung Jawab Komite Personalia Tahun 2018

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participant
1.	8 Januari 2018 8 January 2018	1. Pembahasan mengenai data karyawan dan <i>turn over</i> posisi Desember 2017 2. Pembahasan mengenai pencapaian Rasio Biaya Training tahun 2017 dan penyusunan Rencana Kerja Training dan <i>Budget</i> Biaya Training tahun 2018 3. Pembahasan pelaksanaan Rapat Kerja Tahunan Tahun 2018 1. Discussed employees' data and turn over position as of December 2017 2. Discussed the achievement of Training Cost Ratio and Training Work and Budget Plan in 2018 3. Discussed the 2018 Implementation of Annual Work Meeting	• Daniel Budirahayu*) • Rusli • Tamunan • Ramon Marlon Runtu • Syahda Candra • Erik Pradityo

HUMAN RESOURCES COMMITTEE

The Human Resources Committee is responsible to assist the Board of Directors in formulating policies, overseeing policy implementation, monitoring employment progress and conditions, and advising on remedial measures in line with the labor regulations in banking and applicable Labor Laws in Indonesia.

Human Resources Committee's Structure and Members

Whereas composition of the Human Resources Committee is as follows:

1. Chairman : President Director
2. Secretary : Human Capital Management and General Affair Division Head
3. Members :
 - a. Deputy President Director
 - b. Business Director
 - c. Credit Director.

Description On The Human Resources Committee's Duties and Responsibilities

The Human Resources Committee's responsibilities are described as follows:

1. Providing inputs to Board of Directors in formulating employment policies;
2. Supervising any employee-related policy for consistent and consequent implementation;
3. Reviewing any Bank's labor policy and advising the Board Directors if any change to the Bank's labor policy is required;
4. Monitoring and evaluating the effectiveness of each employee; and
5. Providing inputs and solutions for any problem and issue related to the Bank's employment.

Duties and Responsibilities Performance of the Personnel Committee In 2018

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participant
2.	5 Februari 2018 5 February 2018	1. Pembahasan pelaksanaan training kredit SME untuk RO 2. Pembahasan pelaksanaan kegiatan CSR terkait dengan Hari Raya Imlek 2569 yang akan jatuh pada tanggal 16 Februari 2018 3. Pembahasan pelaksanaan training bagi karyawan baru Kantor Cabang Semarang 4. Pembahasan pelaksanaan <i>Refreshment</i> Sertifikasi Manajemen Risiko 1. Discussed the implementation of SME loan training for RO 2. Discussed the implementation of CSR activities related to Lunar New Year 2569 which would fall on 16 February 2018 3. Discussed the training implementation for new employees at Semarang Branch Office 4. Discussed the implementation of Risk Management Certification Refreshment	• Daniel Budirahayu*) • Rusli • Tamunan • Ramon Marlon Runtu • Syahda Candra • Erik Pradityo
3.	5 Maret 2018 5 March 2018	1. Pembahasan pelaksanaan <i>training Mini Banking</i> Devisa Tahap IV 2. Pembahasan pelaksanaan kegiatan Retreat 3. Pembahasan pelaksanaan kegiatan <i>training English For Business</i> 4. Pembahasan pelaksanaan kegiatan <i>training/ outing team building</i> Direktorat Wakil Direktur Utama 1. Discussed the training implementation of Foreign Exchange Mini Banking Stage IV 2. Discussed the implementation of Retreat activities 3. Discussed the training implementation of English for Business 4. Discussed the Directorate training/outing team building implementation of the Deputy President Director	• Daniel Budirahayu*) • Rusli • Tamunan • Ramon Marlon Runtu • Syahda Candra • Erik Pradityo
4.	9 April 2018 9 April 2018	1. Pembahasan pelaksanaan Program ODP Bisnis Angkatan 2 2. Pembahasan pelaksanaan kegiatan Training/ Outing Direktorat Wakil Direktur Utama 3. Pembahasan pelaksanaan kegiatan Training/ Outing Direktorat Kepatuhan 4. Pembahasan pelaksanaan kegiatan Training PSAK 71 1. Discussed the Program implementation of ODP Buisness Group 2 2. Discussed the Directorate training/outing implementation of the Deputy President Director 3. Discussed the Directorate Training/Outing implementation of the Compliance Director 4. Discussed the PSAK 71 Training implementation	• Daniel Budirahayu*) • Rusli • Tamunan • Ramon Marlon Runtu • Syahda Candra • Erik Pradityo
5.	7 Mei 2018 7 May 2018	1. Pembahasan pelaksanaan Program ODP Bisnis Angkatan 2 2. Pembahasan pelaksanaan kegiatan <i>Training Seven Habits For Manager</i> 3. Pembahasan pelaksanaan kegiatan <i>Training/ Outing</i> Direktorat Direktur Utama 4. Pembahasan pelaksanaan kegiatan <i>Training/ Outing</i> Rohis Tadabur Alam 1. Discussed the Program implementation of ODP Business Group 2 2. Discussed the Training implementation on Seven Habits For Manager 3. Discussed the Directorate Training/Outing of the President Director 4. Discussed the implementation of Rohis Tadabur Alam Training/Outing	• Daniel Budirahayu*) • Rusli • Tamunan • Ramon Marlon Runtu • Syahda Candra • Erik Pradityo
6.	4 Juni 2018 4 June 2018	1. Pembahasan pelaksanaan Acara Buka Puasa Bersama dan CSR Ramadhan tahun 2018 2. Pembahasan pelaksanaan Program ODP Bisnis Angkatan 2 3. Pembahasan pelaksanaan Program <i>Training Leader Service</i> dan <i>training</i> 1. Discussed the Fast Breaking and Ramadhan CSR Events in 2018 2. Discussed the Program implementation of ODP Business Group 2 3. Discussed the Training Program implementation on Leader Services and training	• Rusli • Tamunan • Ramon Marlon Runtu • Syahda Candra • Erik Pradityo
7.	9 Juli 2018 9 July 2018	Pembahasan pelaksanaan <i>training soft skill</i> dan <i>hard skill</i> Program ODP Bisnis Angkatan 2 Discussed the training implementation on the soft and hard skill Program of ODP Business Group 2	• Rusli • Tamunan • Ramon Marlon Runtu • Syahda Candra • Erik Pradityo

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participant
8.	20 Agustus 2018 20 August 2018	1. Pembahasan pelaksanaan CSR Bantuan Peduli Gempa Lombok 2. Pembahasan pelaksanaan Sertifikasi <i>Treasury Dealer</i> [Direksi] 3. Pembahasan pelaksanaan <i>Training Trade Operation</i> 4. Pembahasan pelaksanaan <i>Training</i> Pelaporan Bank Umum Sandi Ekonomi 5. Pembahasan pelaksanaan <i>Training</i> Forex 1. Discussed the implementation of the CSR Aids for Lombok Earthquake Care 2. Discussed the implementation of Treasury Dealer Certification [Board of Directors] 3. Discussed the implementation of Trade Operation Training 4. Discussed the Training implementation on the Commercial Bank Reporting of Economic Code 5. Discussed the Forex Training implementation	• Rusli • Tamunan • Ramon Marlon Runtu • Syahda Candra • Erik Pradityo
9.	10 September 2018 10 September 2018	1. Pembahasan mengenai pelaksanaan CSR Donor Darah pada tanggal 5 Oktober 2018 2. Pembahasan mengenai pelaksanaan CSR Bantuan Pendidikan dalam rangka memperingati HUT ke 24 Bank Victoria pada tanggal 5 Oktober 2017 3. Pembahasan pelaksanaan OJT Divisi dan KCU ODP Bisnis Angkatan 2 4. Pembahasan rekrutmen dan training pembukaan KC Makasar 1. Discussed the implementation of CSR Blood Donors on 5 October 2018 2. Discussed the implementation of CSR Education Aids in the commemoration of Bank Victoria's 24th Anniversary on 5 October 2017 3. Discussed the implementation of OJT Division and KCU ODP Business Group 2 4. Discussed the recruitment and training on the establishment of Makassar Branch Office	• Rusli • Tamunan • Ramon Marlon Runtu • Syahda Candra • Erik Pradityo
10.	15 Oktober 2018 15 October 2018	1. Pembahasan mengenai CSR Bantuan Peduli Bencana Alam Gempa - Tsunami Palu dan Donggala 2. Pembahasan mengenai training <i>Refreshment Credit</i> SME 3. Pembahasan mengenai Sertifikasi Auditor 4. Pembahasan mengenai <i>Car Ownership Program</i> 1. Discussed CSR Aids of Care for the Earthquake-Tsunami Natural Disaster in Palu and Donggala 2. Discussed the training on SME Loan Refresherment 3. Discussed the Auditor's Certification 4. Discussed the Car Ownership Program	• Rusli • Tamunan • Ramon Marlon Runtu • Syahda Candra • Erik Pradityo
11.	12 November 2018 12 November 2018	1. Pembahasan mengenai hasil final dan penempatan ODP Bisnis Angkatan 2 2. Pembahasan mengenai training <i>Team Building</i> Kepala Operasional 3. Pembahasan mengenai training APU PPT 4. Pembahasan mengenai training Anti <i>Fraud Awareness</i> 1. Discussed Final results and the placement of ODP Business Group 2 2. Discussed the Team Building training for an Operations Head 3. Discussed the APU PPT training 4. Discussed the training on Anti-Fraud Awareness	• Ahmad Fajar**) • Rusli • Tamunan • Ramon Marlon Runtu • Syahda Candra • Erik Pradityo
12.	10 Desember 2018 10 December 2018	1. Pembahasan mengenai perubahan Struktur Organisasi 2. Pembahasan mengenai penggantian Kepala Divisi Audit Internal/ <i>Integrated & Anti Fraud</i> 3. Pembahasan mengenai pemberian Tunjangan Apresiasi 4. Pembahasan mengenai training Pendidikan Dasar <i>Photography</i> 5. Pembahasan mengenai pelaksanaan CSR peresmian Sarana Perpustakaan dan Lapangan SD Laksa Bhakti 1. Discussed a change in the Organizational Structure 2. Discussed the replacement of the Head of the Internal Audit/Integrated & Anti-Fraud Division 3. Discussed the award of Appreciation Allowances 4. Discussed the training on Photography Basic Education 5. Discussed the implementation of CSR on Library and Field Facilities inauguration at SD Laksa Bhakti	• Ahmad Fajar**) • Rusli • Tamunan • Ramon Marlon Runtu • Syahda Candra • Erik Pradityo

*) Berhenti menjabat sejak tanggal 18 Mei 2018. / End of term of office as of 18 May 2018

**) Efektif menjabat sejak tanggal 30 Oktober 2018. / Start of effective term of office as of 30 October 2018

KOMITE PENGADAAN

Komite Pengadaan merupakan Komite yang membantu Direksi dalam memberikan masukan untuk hal-hal yang penting dan relevan dalam perumusan Kebijakan Pengadaan Barang dan Jasa, serta memberikan persetujuan untuk setiap pengadaan barang dan jasa.

Struktur dan Keanggotaan Komite Pengadaan

Susunan komposisi Komite Pengadaan sebagai berikut:

1. Ketua : Direktur Utama
2. Sekretaris : Kepala Divisi *Human Capital Management and General Affair*
3. Anggota :
 - a. Wakil Direktur Utama
 - b. Direktur Kredit.

Uraian Tugas dan Tanggung Jawab Komite Pengadaan

Uraian tanggung jawab Komite Pengadaan, sebagai berikut:

1. Meminta informasi hal-hal yang diperlukan terkait pengadaan barang dan jasa dari berbagai pihak, baik internal maupun eksternal;
2. Memberikan persetujuan terhadap pengajuan pengadaan barang dan jasa;
3. Mengajukan persetujuan kepada Dewan Komisaris terhadap pengadaan barang/dan jasa dengan nilai/harga minimum sesuai yang diatur di Anggaran Dasar Perseroan; dan
4. Memberikan masukan kepada Direksi terkait hal-hal penting dan relevan dalam perumusan kebijakan pengadaan barang dan jasa sehingga proses pengadaan barang dan jasa dilakukan secara transparan, obyektif, efektif dan efisien.

Pelaksanaan Tugas dan Tanggung Jawab Komite Pengadaan Tahun 2018

PROCUREMENT COMMITTEE

Procurement Committee is a committee assisting the Board of Directors with providing advice on important, relevant matter for making policy of Goods and Service Procurement, as well as approving goods and service procurement.

Procurement Committee's Structure and Members

Composition of Procurement Committee is as follows:

1. Chairman : President Director
2. Secretary : Human Capital Management and General Affair Division Head
3. Members :
 - a. Deputy President Director
 - b. Credit Director.

Description On the Procurement Committee's Duties and Responsibilities

The Procurement Committee's responsibilities are described as follows:

1. Asking for information on necessary things related to the procurement of goods and services from various parties, both internal and external;
2. Approving any proposed procurement of goods and services;
3. Applying for the approval to the Board of Commissioners on procurement of goods and services with minimum value/price as regulated in the Company's Articles of Association; and
4. Providing inputs to the Board of Directors on any important and relevant matters in the formulation of procurement policies of goods and services so that the procurement process of goods and services is transparent, objective, effective, and efficient.

2018 Implementation Of the Procurement Committee's Duties and Responsibilities

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participant
1.	15 Januari 2018 15 January 2018	Penunjukkan KJPP untuk menilai kewajaran transaksi terkait rencana perpindahan kantor pusat dan pembaharuan luas kantor BIP. Appointment of KJPP to assess fairness of any transaction related to head office movement and BIP's office area renewal.	1. Daniel Budirahayu*) 2. Rusli 3. Ramon M. Runtu 4. Ruly Dwi Rahayu 5. Ivan Jonathan 6. Syahda Candra
2.	9 Februari 2018 9 February 2018	1. Perluasan dan Penambahan Daya Listrik Ruang Server Panin Senayan. 2. Penunjukkan Konsultan PSAK 71. 3. Improvement DC KPO Senayan dan Relokasi KPO Senayan City ke KPO BIP. 1. Enlargement and Electricity Power Increase for Panin Server Room of Senayan 2. PSAK 71 Counsel appointment. 3. Improvement of DC KPO Senayan and Relocation of KPO Senayan City to KPO BIP.	1. Daniel Budirahayu*) 2. Rusli 3. Ramon M. Runtu 4. Ivan Jonathan 5. Muhammad Rakhmadhani 6. Iwan 7. Robby Yuwono 8. Claudia Audrey 9. Sandy
3.	13 Maret 2018 13 March 2018	Penunjukkan Vendor Kontraktor untuk Pekerjaan Renovasi Kantor untuk Rencana Relokasi KCP Senayan City. Appointment of Contractor Vendor for Office Renovation Works for Planned Relocation of Senayan City Branch Office.	1. Daniel Budirahayu*) 2. Rusli 3. Ramon M. Runtu 4. Ruly Dwi Rahayu 5. Ivan Jonathan 6. Syahda Candra
4.	22 Maret 2018 22 March 2018	Pengembangan <i>Service Swift</i> PT. Bank Victoria International, Tbk. Service Development of Swift PT. Bank Victoria International, Tbk.	1. Daniel Budirahayu*) 2. Rusli 3. Ramon M. Runtu 4. Ruly Dwi Rahayu 5. Ivan Jonathan 6. Syahda Candra

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participant
5.	4 April 2018 4 April 2018	1. Biaya Lembaga/Profesi Penunjang Pasar Modal dalam Rangka penawaran umum berkelanjutan I Obligasi Bank Victoria Tahap II tahun 2018. 2. Gerbang Pembayaran Nasional (GPN). 3. <i>Hard Token</i> IBB. 4. <i>Document Management System</i>. 1. Capital Market Supporting Professionals/ Institution in the Context of sustainable public offering I Bond of Bank Victoria Phase II of 2018. 2. National Payment Gate/Gerbang Pembayaran Nasional (GPN). 3. IBB Hard Token. 4. Document Management System.	1. Daniel Budirahayu*) 2. Rusli 3. Ramon M. Runtu 4. Muhammad Rakhmadhani 5. Achmad Sofyan 6. Didin 7. Sandy AP 8. Djoko Soendjojo 9. Yannu A 10. Ivan Jonathan 11. Tomi Parisianto Wibowo 12. Ruly Dwi Rahayu 13. Yosef Sudikbyo 14. Panggih W 15. Michael Tatangsuri
6.	11 April 2018 11 April 2018	eMoney dan <i>Corporate Internet Banking</i> Phase I - Sigma eMoney and Corporate Internet Banking Phase I - Sigma	1. Daniel Budirahayu*) 2. Rusli 3. Ramon M. Runtu 4. Ruly Dwi Rahayu 5. Ivan Jonathan 6. Syahda Candra
7.	13 November 2018 13 November 2018	1. <i>Renewal License</i> dan <i>Support</i> 2 unit perangkat <i>Web Secure Gateway Blue Coat ASG S200-30</i>. 2. <i>Vulnerability Assessment & Penetration Test Bankwide Infrastructure and Digital Banking</i> 2018. 3. <i>Upgrade License Splunk 5GB/day</i> dan <i>Renewal License Existing 7 GB/day</i> dan <i>Maintenance Support Splunk Enterprise</i>. 1. Renewal License and Support 2 sets of equipment of Web Secure Gateway Blue Coat ASG S200-30. 2. Vulnerability Assessment & Penetration Test Bankwide Infrastructure and Digital Banking 2018. 3. Upgrade License Splunk 5GB/day and Renewal License for Existing 7 GB/day and Maintenance Support Splunk Enterprise.	1. Ahmad Fajar**) 2. Rusli 3. Ramon M. Runtu 4. Tomi Parisianto Wibowo 5. Robby Yuwono 6. Deddy Idrus 7. Sandy AP 8. Ivan Jonathan 9. Sihadi
8.	26 November 2018 26 November 2018	Pengadaan Amplop Imlek 2019 Procurement of Chinese Lunar Calendar (Imlek) Envelopes 2019	1. Ahmad Fajar**) 2. Rusli 3. Ramon M. Runtu 4. Tomi Parisianto Wibowo 5. Putri Tiara 6. Ruly Dwi Rahayu 7. Ivan Jonathan 8. Syahda Candra

*) Berhenti menjabat sejak tanggal 18 Mei 2018. / End of term of office as of 18 May 2018.

**) Efektif menjabat sejak tanggal 30 Oktober 2018. / Start of effective term of office as of 30 October 2018.

KOMITE PEMANTAU DAN PELAKSANAAN *GOOD CORPORATE GOVERNANCE*

Komite Pemantauan dan Pelaksanaan GCG merupakan komite yang membantu Direksi dalam memberikan arahan kebijakan yang berkaitan dengan pelaksanaan GCG di Bank.

Pedoman Komite Pemantauan dan Pelaksanaan GCG

Komite Pemantauan dan Pelaksanaan GCG menjalankan tugas dan tanggung jawabnya berdasarkan Peraturan Otoritas Jasa Keuangan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 dan Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola bagi Bank Umum.

Struktur Dan Keanggotaan Komite Pemantau dan Pelaksanaan *Good Corporate Governance*

Susunan keanggotaan Komite Pemantauan dan Pelaksanaan GCG sebagai berikut:

1. Ketua : Direktur Kepatuhan dan Manajemen Risiko

GOOD CORPORATE GOVERNANCE MONITORING AND IMPLEMENTATION COMMITTEE

GCG Monitoring and Implementation Committee is a committee assigned to assist the Board of Directors with directing policy related to the GCG implementation in the Bank.

Guidelines Of GCG Monitoring and Implementation Committee

The GCG Monitoring and Implementation Committee performs its duties and responsibilities under the Financial Services Authority Regulation No. 55/POJK.03/2016 and Circular Letter of Financial Services Authority No. 13/SEOJK.03/2017 on the Implementation of Governance for Commercial Bank.

Good Corporate Governance Monitoring and Implementation Committee's Structure and Members

GCG Monitoring and Implementation Committee's composition is as follows:

1. Chairman : Risk Management and Compliance Director

2. Sekretaris : Kepala Divisi Kepala Divisi *Compliance, AML & Integrated*
3. Anggota : Seluruh Kepala Divisi

Uraian Tugas Dan Tanggung Jawab Komite Pemantau Dan Pelaksanaan *Good Corporate Governance*

Uraian tanggung jawab Komite Pemantauan dan Pelaksanaan GCG, sebagai berikut:

1. Memantau dan menganalisis setiap kebijakan terbaru maupun *best practices* terkait penerapan GCG.
2. Melakukan pengkinian kebijakan internal (*existing*) terhadap setiap perubahan kebijakan GCG, sehingga kebijakan yang digunakan sesuai dengan kebijakan terbaru dan sesuai *best practices*.
3. Memantau secara berkala terhadap rencana dan realisasi/pencapaian bisnis Bank melalui rapat-rapat Komite.
4. Memantau *action plan* dan pelaksanaannya melalui rapat-rapat Komite.
5. Menentukan aspek dan PIC/petugas dalam penyusunan GCG sesuai dengan bidang yang tercermin dari aspek-aspek GCG.
6. Mengkoordinir pembuatan laporan pelaksanaan GCG yang dilengkapi dan didukung dengan *underlying*-nya.
7. Menyusun pelaporan pelaksanaan GCG Bank dan melakukan *self assessment* sesuai ketentuan berlaku.

Pelaksanaan Tugas dan Tanggung Jawab Komite Pemantau dan Pelaksanaan *Good Corporate Governance* Tahun 2018

Selama tahun 2018, Komite Pemantauan dan Pelaksanaan GCG telah melaksanakan berbagai aktivitas dan program kerja, meliputi:

1. Melakukan rekapitulasi komitmen Bank terhadap Otoritas Jasa Keuangan, termasuk temuan pemeriksaan;
2. Mengkomunikasikan secara berkesinambungan komitmen tersebut dan melakukan rekap;
3. Menyampaikan kepada Otoritas Jasa Keuangan atas progres tindak lanjut sampai dengan status "*closed*" atau "*done*";

Melakukan pemantauan secara rutin atas pelaksanaan GCG dan menyampaikannya dalam rapat Komite Pemantauan dan Pelaksanaan GCG.

Rapat Komite Pemantauan dan Pelaksanaan GCG

Komite Pemantauan dan Pelaksanaan GCG melaksanakan rapat secara berkala (bulanan) atau sewaktu-waktu sesuai dengan kebutuhan. Pada tahun 2018, Komite Pemantauan dan Pelaksanaan GCG telah mengadakan rapat sebanyak 12 (dua belas) kali dengan agenda rapat yang diuraikan sebagai berikut:

2. Secretary : Compliance, AML & Integrated Division Head
3. Members : All Division Heads

Description On Good Corporate Governance Monitoring and Implementation Committee's Duties and Responsibilities

The responsibilities of GCG Monitoring and Implementation Committee are as follows:

1. Monitoring and analyzing any latest policy and best practices related to GCG implementation.
2. Updating any existing policy against any GCG policy change, so that the applied policy conforms with the latest policy and the best practice.
3. Periodically monitoring the Bank's plans and business realizations/achievements through Committee meetings.
4. Monitoring action plan and its implementation through Committee meetings.
5. Determining any aspect and person in charge/PIC in the preparation of GCG in accordance with the areas reflected in GCG aspects.
6. Coordinating the preparation of GCG implementation reports supplemented and supported by its underlying matters.
7. Preparing the Bank's GCG implementation report and conducting self-assessment according to applicable regulations.

2018 Implementation of Good Corporate Governance Monitoring and Implementation Committee's Duties and Responsibilities

During 2018, the GCG Monitoring and Implementation Committee organized various activities and work programs as follows:

1. Recapitulating the Bank's commitment to Bank Indonesia/Financial Services Authorities, including audit findings;
2. Communicating that commitment continually and making a recap;
3. Delivering to Bank Indonesia/Financial Services Authority the follow-up progress until the status is "*closed*" or "*done*";

Conducting regular monitoring on GCG implementation and presenting it in the GCG Monitoring and Implementation Committee meetings.

GCG Monitoring and Implementation Committee's Meetings

The GCG Monitoring and Implementation Committee held periodic (monthly) meetings or some meetings at any time as necessary. During 2017, the GCG Monitoring and Implementation Committee held 12 meetings with the meeting agenda as described below:

No	Tanggal Date	Rapat Meetings	Peserta Participants
1.	16 Januari 2018 16 January 2018	- Komitmen OJK - Komitmen Perkreditan yang masih perlu ditindaklanjuti - Agar Unit Kerja Bisnis menindaklanjuti sesuai komitmen - Temuan OJK 2017 terkait aktivitas Operasional dan TI telah selesai ditindaklanjuti. - Kebijakan Baru 6 (enam) Kebijakan eksternal baru - Seluruh kebijakan baru telah didistribusikan terutama kepada unit kerja terkait - Unit Kerja Terkait agar membaca dan mempelajari kebijakan baru terutama yang berkaitan dengan unit kerjanya. - Unit Kerja Terkait dapat bekerja sama dengan Unit Kerja Kepatuhan untuk melakukan <i>FGD (Focus Group Discussion)</i> terhadap peraturan baru. - Financial Services Authority's Commitment - Credit Commitment requiring follow ups - Business Working Unit needs to follow up as committed - Follow ups for 2017 Findings by Financial Services Authority related to Operational and IT activities have been completed. - New Policies 6 (six) new external policies - All new policies have been distributed, especially to related working units - Related Working Units need to read and review any new policy, especially that related to their working units. - Related Working Units may cooperate with Compliance Working Unit to conduct a Focus Group Discussion (FGD) on the new regulations.	- Direktur Kepatuhan dan Manajemen Risiko (Ketua) - Syarifudin (Sekretaris) - Kepala Divisi (Anggota) - Compliance and Risk Management Director (Chairman) - Syarifudin (Secretary) - Division Head (Member)
2.	15 Februari 2018 15 February 2018	Concern OJK 2017 & Pemeriksaan OJK 2018 Financial Services Authority's Concern in 2017 & Financial Services Authority's Audit in 2018	- Direktur Kepatuhan (Ketua) - Syarifudin (Sekretaris) - Kepala Divisi (Anggota) - Compliance Director (Chair) - Syarifudin (Secretary) - Division Head (Member)
3.	16 Maret 2018 16 March 2018	- Kebijakan Baru Terdapat 2 (dua) kebijakan eksternal baru - Pemeriksaan OJK 2018 - New Policies There are 2 (two) new external policies 2018 Financial Services Authority's Audit	- Direktur Kepatuhan dan Manajemen Risiko (Ketua) - Syarifudin (Sekretaris) - Kepala Divisi (Anggota) - Compliance and Risk Management Director (Chairman) - Syarifudin (Secretary) - Division Head (Member)
4.	17 April 2018 17 April 2018	- Kebijakan Baru Terdapat 3 (tiga) kebijakan eksternal baru - Pemeriksaan OJK 2018 - New Policies There are 3 (three) new external policies 2018 Financial Services Authority's Audit	- Direktur Kepatuhan (Ketua) - Syarifudin (Sekretaris) - Kepala Divisi (Anggota) - Compliance Director (Chair) - Syarifudin (Secretary) - Division Head (Member)

No	Tanggal Date	Rapat Meetings	Peserta Participants
5.	15 Mei 2018 15 May 2018	1. Kebijakan Baru Terdapat 3 (tiga) kebijakan eksternal baru 2. Pemeriksaan OJK 2018 1. New Policies There are 3 (three) new external policies 2. 2018 Financial Services Authority's Audit	- Direktur Kepatuhan dan Manajemen Risiko (Ketua) - Syarifudin (Sekretaris) - Kepala Divisi (Anggota) - Compliance and Risk Management Director (Chairman) - Syarifudin (Secretary) - Division Head (Member)
6.	28 Juni 2018 28 June 2018	Pemeriksaan OJK 2018 • Agar seluruh Kepala Divisi menjaga komitmen yang telah disampaikan ke OJK. • Agar Kepala Divisi memonitor dan menindaklanjuti seluruh temuannya guna menghindari temuan berulang. 2018 Financial Services Authority's Audit • All Division Heads should keep their commitments as presented to the Financial Services Authority. • Division Head should monitor and follow up all findings to avoid repeated findings.	- Direktur Kepatuhan dan Manajemen Risiko (Ketua) - Syarifudin (Sekretaris) - Kepala Divisi (Anggota) - Compliance and Risk Management Director (Chairman) - Syarifudin (Secretary) - Division Head (Member)
7.	17 Juli 2018 17 July 2018	1. Kebijakan Baru • 4 (empat) kebijakan internal baru • 2 (dua) kebijakan eksternal baru • Agar dipelajari SEOJK No. 16/SEOJK.03/2017 tentang pelaporan CRS yang paling Lambat 01 Agustus 2018. 2. Pemeriksaan OJK 2018 Agar seluruh Kepala Divisi menjaga komitmen yang telah disampaikan ke OJK 1. New Policies • 4 (four) new internal policies • 2 (two) new external policies • Please learn Circular Letter of the Financial Services Authority No. 16/SEOJK.03/2017 on CRS reporting by no later than August 1, 2018. 2. 2018 Financial Services Authority's Audit All Division Heads should keep their commitments as presented to the Financial Services Authority	- Direktur Kepatuhan dan Manajemen Risiko (Ketua) - Syarifudin (Sekretaris) - Kepala Divisi (Anggota) - Compliance and Risk Management Director (Chairman) - Syarifudin (Secretary) - Division Head (Member)
8.	16 Agustus 2018 16 August 2018	1. Pengawasan Bank • Agar menjadi perhatian bersama, khususnya pengaturan kebijakan POJK No. 15/POJK.03/2017, terkait status pengawasan Bank yaitu Normal, Intensif dan Khusus. • Bank dinilai memiliki potensi kesulitan yang membayakan kelangsungan usaha Bank, memenuhi salah satu atau lebih kriteria yaitu "Rasio Kredit Bermasalah secara Netto/ NPL Net di atas 5 % (lima persen)". 2. Kebijakan Baru • 4 (empat) kebijakan internal baru • 6 (enam) kebijakan eksternal baru 1. Supervision of Bank • For collective attention, especially the Regulation of Financial Services Authority No. 15/POJK.03/2017, in connection with Bank's supervision status, namely Normal, Intensive, and Special. • The Bank was assessed as having potential difficulty endangering its business continuity, meeting one or more criteria, namely "Net Bad Debt Ratio/NPL Net above 5% (five percents)". 2. New Policies • 4 (four) new internal policies • 6 (six) new external policies	- Direktur Kepatuhan dan Manajemen Risiko (Ketua) - Syarifudin (Sekretaris) - Kepala Divisi (Anggota) - Compliance and Risk Management Director (Chairman) - Syarifudin (Secretary) - Division Head (Member)

No	Tanggal Date	Rapat Meetings	Peserta Participants
9.	18 September 2018 18 September 2018	- Pengawasan Bank - Agar menjadi perhatian bersama, khususnya pengaturan kebijakan POJK No. 15/POJK.03/2017, terkait status pengawasan Bank yaitu Normal, Intensif dan Khusus. - Bank dinilai memiliki potensi kesulitan yang membayakan kelangsungan usaha Bank, memenuhi salah satu atau lebih kriteria yaitu "Rasio Kredit Bermasalah secara Netto/ NPL Net di atas 5 % (lima persen)". - Kebijakan Baru Terdapat 10 (sepuluh) kebijakan eksternal baru - Pemeriksaan PwC - Agar seluruh hasil pemeriksaan PWC (<i>cut off</i> 31 Desember 2017) ditindaklanjuti dan menjadi perhatian serta perbaikan untuk kedepannya. - Bagi Divisi atau Unit Kerja yang ingin meng-<i>update</i> tindaklanjutnya ke <i>Compliance</i> agar menyampaikan dalam waktu 2 (dua) hari dari tanggal rapat. - Lain-lain - Agar ditindaklanjuti dan dibuat: <i>Action Plan</i> - Kebijakan LCP <i>Early Warning System</i> - Agar seluruh Unit Kerja dan lini lebih <i>aware</i> akan tugas dan tanggung jawabnya masing-masing dengan memperhatikan <i>risk profile</i>, sehingga <i>risk profile</i> dapat terjaga minimal nilai 2. - Agar menjadi perhatian terkait proses restrukturisasi.	- Direktur Kepatuhan dan Manajemen Risiko (Ketua) - Syarifudin (Sekretaris) - Kepala Divisi (Anggota) - Compliance and Risk Management Director (Chairman) - Syarifudin (Secretary) - Division Head (Member)
10.	16 Oktober 2018 16 October 2018	- Kebijakan Baru Terdapat 3 (tiga) kebijakan eksternal baru - Pemeriksaan OJK - Progress tindak lanjut temuan OJK 2018 - Tindak lanjut 7 (tujuh) debitur khusus - New Policies There are 3 (three) new external policies - Financial Services Authority's Audit - Follow-up progress from 2018 Findings of Financial Services Authority - Follow-up for 7 (seven) special debtors	- Direktur Kepatuhan dan Manajemen Risiko (Ketua) - Syarifudin (Sekretaris) - Kepala Divisi (Anggota) - Compliance and Risk Management Director (Chairman) - Syarifudin (Secretary) - Division Head (Member)
11.	22 November 2018 22 November 2018	- Kebijakan Baru Terdapat 9 (sembilan) kebijakan eksternal baru - Pemeriksaan OJK - Progress tindak lanjut temuan OJK 2018 - Tindak lanjut 7 (tujuh) debitur khusus - New Policies There are 9 (nine) new external policies - Financial Services Authority's Audit - Follow-up progress from 2018 Findings of Financial Services Authority - Follow-up for 7 (seven) special debtors	- Direktur Kepatuhan dan Manajemen Risiko (Ketua) - Syarifudin (Sekretaris) - Kepala Divisi (Anggota) - Compliance Director (Chair) - Syarifudin (Secretary) - Division Head (Member)

No	Tanggal Date	Rapat Meetings	Peserta Participants
12.	18 Desember 2018 December 18, 2018	1. Kebijakan Baru Terdapat 2 (dua) kebijakan eksternal baru 2. Pemeriksaan OJK - Progress tindak lanjut temuan OJK 2018 - Tindak lanjut 7 (tujuh) debitur khusus 1. New Policies There are 2 (two) new external policies 2. Financial Services Authority's Audit - Follow-up progress from 2018 Findings of Financial Services Authority - Follow-up for 7 (seven) special debtors	- Direktur Kepatuhan dan Manajemen Risiko (Ketua) - Syarifudin (Sekretaris) - Kepala Divisi (Anggota) - Compliance and Risk Management Director (Chairman) - Syarifudin (Secretary) - Division Head (Member)

KOMITE INVESTASI

Komite Investasi merupakan komite yang membantu Direksi dalam memberikan arahan kebijakan yang berkaitan dengan investasi. Komite Investasi menjalankan tugas dan tanggung jawabnya berdasarkan Surat Keputusan Direksi No. 002/SK-DIR/06/17 tanggal 6 Juni 2017 tentang *Investment Committee* PT Bank Victoria International Tbk.

Tugas dan Tanggung Jawab Komite Investasi

Wewenang dan tanggung jawab Komite Investasi adalah memutuskan rencana investasi Divisi *Treasury* dalam mencapai optimalisasi imbal hasil pengelolaan portofolio *treasury*, khususnya mengenai:

1. Kebijakan dan keputusan investasi Divisi *Treasury*; dan
2. Strategi pengelolaan portofolio *treasury*.

Struktur dan Keanggotaan Komite Investasi

Susunan keanggotaan Komite Investasi sebagai berikut:

1. Ketua : Wakil Direktur Utama
2. Sekretaris : Kepala Divisi *Financial Institutions and Capital Market*
3. Anggota :
 - a. Komisaris Utama
 - b. Direktur Utama
 - c. Direktur Kepatuhan dan Manajemen Risiko
 - d. Kepala Divisi *Credit Analyst*
 - e. Kepala Divisi *Treasury*.

Pelaksanaan Tugas dan Tanggung Jawab Komite Investasi Tahun 2018

INVESTMENT COMMITTEE

Investment Committee is a committee assisting the Board of Directors with advice on investment-related policy. The Investment Committee conducts its duties and obligations according to the Board of Directors' Decision No. 002/SK-DIR/06/17 dated June 6, 2017 on PT Bank Victoria International Tbk's Investment Committee.

Investment Committee's Duties and Responsibilities

Investment Committee's authority and responsibility is to decide on the investment plan of Treasury Division in achieving optimum return on treasury portfolio management, particularly on:

1. The Treasury Division's investment policies and decisions;
2. Strategy of treasury portfolio management.

Investment Committee's Structure and Members

The Investment Committee's composition is as follows:

1. Chairman : Deputy President Director
2. Secretary : Division Head of Financial Institutions and Capital Market
3. Members :
 - a. President Commissioner
 - b. President Director
 - c. Risk Management and Compliance Director
 - d. Credit Analyst Division Head
 - e. Treasury Division Head.

2018 Implementation of the Investment Committee's Duties and Responsibilities

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Attendants
1.	12 Maret 2018 12 March 2018	Persetujuan dan Penetapan Bobot <i>Risk Factor</i> dalam Transaksi Forex. Risk Factor Score Determination and Approval in Forex Transaction.	Oliver Simorangkir Daniel Budirahayu*) Rusli Tamunan Purwono Ritayana Dadiek Krisnanto

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Attendants
2.	13 Desember 2018 13 December 2018	Kebijakan Penetapan Pemberian Fasilitas <i>Money Market, Capital Market</i> dan <i>Commercial/Trade Finance</i> untuk Setiap <i>Counterparty</i> . Money Market, Capital Market, and Commercial/Trade Finance Facilities Grant Policy for Each Counterparty.	Oliver Simorangkir Daniel Budirahayu*) Rusli Tamunan Purwono Ritayana Dadiek Krisnanto

*) Berhenti menjabat sejak tanggal 18 Mei 2018. / End of term of office as of 18 May 2018

PENERAPAN TATA KELOLA REMUNERASI

Dalam rangka mendorong dilakukannya *prudent risk taking* sehingga kelangsungan usaha Bank dapat terjaga, maka dilakukan peningkatan tata kelola dalam pemberian remunerasi. Implementasi terkait pemberian remunerasi ini mencakup tugas dan tanggung jawab Direksi dan Dewan Komisaris, tugas dan tanggung jawab Komite Nominasi dan Remunerasi, penerapan prinsip kehati-hatian dalam pemberian remunerasi, serta pengungkapan remunerasi.

DASAR KEBIJAKAN REMUNERASI

Penetapan remunerasi Dewan Komisaris didasarkan pada Peraturan Otoritas Jasa Keuangan No. 45/POJK.03/2015 dan Surat Edaran Otoritas Jasa Keuangan No. 40/SEOJK.03/2016 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum, serta peraturan turunannya. Berdasarkan peraturan tersebut, Bank telah memiliki Kebijakan Sistem Nominasi dan Remunerasi yang ditetapkan berdasarkan Surat Keputusan Dewan Komisaris No. 001/SK-KOM/12/14 tanggal 10 Desember 2014 dan telah dimutakhirkan berdasarkan Surat Keputusan Dewan Komisaris No. 001/SK-KOM/02/16 tanggal 22 Februari 2016 tentang Pedoman Komite Nominasi dan Remunerasi PT Bank Victoria International Tbk agar sesuai dengan perkembangan peraturan yang berlaku.

PROSEDUR PENETAPAN REMUNERASI

Berdasarkan Kebijakan Sistem Nominasi dan Remunerasi Bank Victoria, penetapan remunerasi Dewan Komisaris dan Direksi melalui beberapa prosedur di tingkat Dewan Komisaris hingga sampai ke RUPS. Prosedur penetapan remunerasi dimulai dari proses pengajuan usulan jenis dan besaran remunerasi oleh Direksi kepada Dewan Komisaris atau oleh Dewan Komisaris sendiri. Usulan tersebut akan ditelaah oleh Komite Remunerasi dan Nominasi dengan mempertimbangkan indikator-indikator tertentu. Hasil penelaahan akan disampaikan kepada Dewan Komisaris sebagai rekomendasi dan dasar pertimbangan bagi Dewan Komisaris untuk diajukan kepada RUPS. Penetapan jenis dan besaran remunerasi yang akan diterima Dewan Komisaris dan Direksi akan diputuskan dalam RUPS tersebut atau melalui pelimpahan wewenang kepada Dewan Komisaris, sesuai ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

IMPLEMENTATION OF REMUNERATION GOVERNANCE

With the purpose of encouraging the implementation of prudent risk taking as to maintain the business continuity of the Bank, the Bank has made improvement in governance of providing remuneration. The implementation in providing such remuneration includes duties and responsibilities of the Board of Directors and the Board of Commissioners, duties and responsibilities of the Nomination and Remuneration Committee and, application of prudential principles in providing remuneration, as well as disclosure of remuneration.

BASIS OF REMUNERATION POLICY

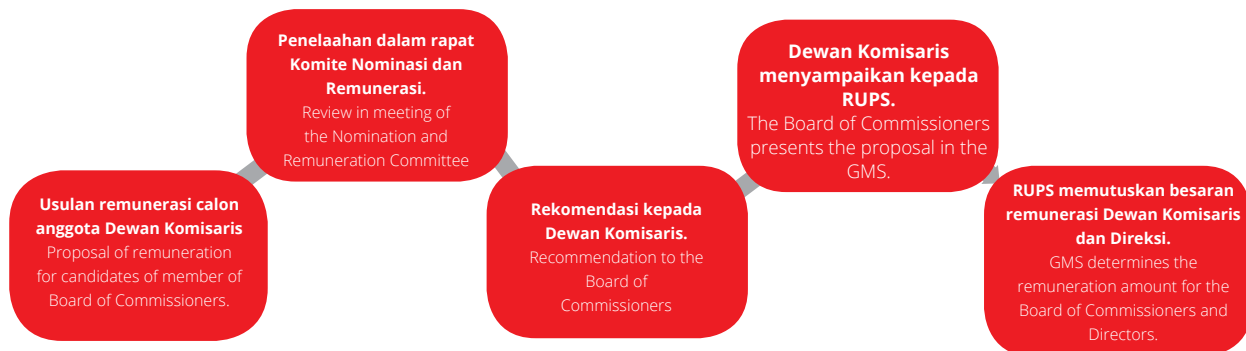
Determination on remuneration of the Board of Commissioners is pursuant to the Regulation of the Financial Services Authority No. 45/POJK.03/2015 and the Circular of the Financial Services Authority No. 40/SEOJK.03/2016 concerning the Implementation of Governance in Providing Remuneration for Commercial Banks, and its derivative regulations. Under such regulation, the Bank has Policy on Nomination and Remuneration System set in accordance with a Decree of the Board of Commissioners No. 001/SK-KOM/12/14 dated 10 December 2014, and having been updated according to the Decree of the Board of Commissioners No. 001/SK-KOM/02/16 dated 22 February 2016 concerning Guideline for Nomination and Remuneration Committee of PT Bank Victoria International, to meet with the prevailing regulations.

PROCEDURE FOR DETERMINING REMUNERATION

According to the Policy of Bank Victoria on Nomination and Remuneration System, determining remuneration of the Board of Commissioners and the Board of Directors has been through several procedures from the level of the Board of Commissioners to GMS. The procedure for determining remuneration starts from the process of proposal of types and amount of remuneration from the Board of Directors to the Board of Commissioners. Such proposal will then be reviewed by the Nomination and Remuneration Committee considering particular indicators. The review results will be submitted to the Board of Commissioners as a recommendation and consideration for the Board of Commissioners to be submitted to GMS. Determining types and amount of remuneration that will be received by the Board of Commissioners and the Board of Directors will be decided in GMS, or through the authority granted to the Board of Commissioners according to the prevailing laws and regulations.

Skema Prosedur Remunerasi Dewan Komisaris dan Direksi

Scheme of Procedure for Remuneration of the Board of Commissioners and the Board of Directors.



STRUKTUR REMUNERASI ANGGOTA DEWAN KOMISARIS

Komponen remunerasi Dewan Komisaris dan Direksi terdiri dari:

1. Remunerasi yang bersifat tetap, meliputi:
 - a. Honorarium;
 - b. *Benefit* sesuai dengan ketentuan Bank, seperti asuransi kesehatan, kendaraan dinas, BPJS Ketenagakerjaan, dan tunjangan hari raya (THR); serta
2. Remunerasi yang bersifat variabel, meliputi *tantien*/gratifikasi dan saham.

Remunerasi Dewan Komisaris dan Direksi tersebut dapat diberikan secara tunai ataupun non tunai, yakni dalam bentuk natura (rumah dan kendaraan dinas, serta bentuk lainnya yang dapat dimiliki maupun tidak dapat dimiliki) dan saham.

INDIKATOR PENETAPAN REMUNERASI DEWAN KOMISARIS

Berdasarkan peraturan dan kebijakan terkait, remunerasi Dewan Komisaris dan Direksi terdiri dari:

1. Remunerasi yang bersifat tetap
Remunerasi ini tidak dikaitkan dengan kinerja dan risiko serta diberikan dalam bentuk tunai dan dapat juga disertai dengan pemberian remunerasi dalam bentuk tidak tunai. Remunerasi yang bersifat tetap antara lain meliputi gaji pokok, fasilitas, tunjangan perumahan, tunjangan kesehatan, tunjangan pendidikan, tunjangan hari raya, dan pensiun.
2. Remunerasi yang bersifat variabel
Remunerasi ini dikaitkan dengan kinerja dan risiko serta diberikan dalam bentuk tunai dan saham atau instrumen yang berbasis saham yang diterbitkan Bank. Remunerasi yang bersifat variabel antara lain meliputi bonus atau bentuk lain yang dipersamakan dengan itu.

Pemberian kedua jenis remunerasi tersebut memperhatikan indikator yang meliputi skala usaha, kompleksitas usaha, *peer group*, tingkat inflasi, kondisi dan kemampuan keuangan Bank, serta tidak bertentangan dengan peraturan perundang-undangan yang berlaku. Secara khusus, penerapan remunerasi yang bersifat variabel wajib mendorong *prudent risk taking* serta memperhatikan risiko yang paling berpengaruh dalam kegiatan usaha (risiko utama).

REMUNERATION STRUCTURE OF MEMBERS OF THE BOARD OF COMMISSIONERS

Remuneration components of the Board of Commissioners and the Board of Directors consist of the following:

1. Fixed remuneration, including:
 - a. Honorarium;
 - b. Benefit according to the regulation of the Bank, such as: health insurance, official vehicle, BPJS Employment, and religious holiday allowance, as well as:
2. Variable remuneration, including bonus/gratification, and shares.

Remuneration of the Board of Commissioners and the Board of Directors may be provided cash or non-cash, i.e. in the form of payment in kind (house and official vehicle, or other forms, that may/may not either be owned).

INDICATORS FOR DETERMINING REMUNERATION OF THE BOARD OF COMMISSIONERS

According to the regulations and related policies, remuneration of the Board of Commissioners and the Board of Directors consist of the following:

1. Fixed remuneration
This remuneration is not related to performance and risk, as well as is provided in cash that may also be provided in non-cash. Fixed remuneration includes: basic salary, facilities, house allowance, health allowance, education allowance, religious holiday allowance, and pension allowance.
2. Variable remuneration
This remuneration is related to performance and risks, as well as is provided in cash and share-based instrument issued by the Bank. This variable remuneration includes: bonuses or other forms similar forms.

Providing the above two types of remunerations takes into account indicators including: business scale, business complexity, peer group, inflation rate, condition and financial capacity of the Bank, as well as it shall not contradict with the applicable laws and regulation. In particular, the application of variable remuneration shall encourage prudent risk taking, and consider the most influential risk entailing in business activities (main risks).

PENETAPAN *MATERIAL RISK TAKERS*

Dalam melaksanakan tata kelola dalam pemberian remunerasi, Bank wajib menetapkan pihak yang menjadi *material risk takers* (MRT). Penetapan MRT dapat dilakukan melalui pendekatan berikut:

1. Pendekatan Kualitatif
Berdasarkan pendekatan kualitatif, maka Direksi dan/atau karyawan yang karena tugas dan tanggung jawabnya mengambil keputusan yang berdampak signifikan terhadap profil risiko Bank ditetapkan sebagai MRT.
2. Pendekatan Kuantitatif
Berdasarkan pendekatan kuantitatif, maka Dewan Komisaris, Direksi, dan/atau karyawan yang memperoleh remunerasi yang bersifat variabel dengan nilai yang besar dikategorikan sebagai MRT.

PENANGGUHAN ATAU PENARIKAN KEMBALI REMUNERASI

Apabila Bank mengalami kerugian, Bank dapat tidak membagikan atau membagikan remunerasi yang bersifat variabel dengan nilai yang relatif kecil. Bank juga wajib menangguhkan pembayaran remunerasi yang bersifat variabel (*malus*) kepada Dewan Komisaris dan Direksi atau menarik kembali remunerasi yang bersifat variabel yang sudah dibayarkan (*clawback*) kepada Dewan Komisaris dan Direksi, sebagai pihak yang menjadi MRT. Pengguhan atau penarikan kembali remunerasi yang bersifat variabel dilakukan apabila Bank mengalami kondisi tertentu, antara lain Bank mengalami kerugian, terjadinya risiko yang berdampak negatif terhadap keuangan Bank, terjadi *fraud* yang dilakukan oleh pihak yang menjadi MRT yang merugikan Bank, atau kondisi lainnya. Besaran persentase penangguhan pembayaran tersebut didasarkan pada kriteria stabilitas keuangan Bank, kecukupan dan penguatan permodalan Bank, kebutuhan likuiditas jangka pendek dan jangka panjang, potensi pendapatan di masa yang akan datang, serta risiko utama yang dihadapi Bank.

Jangka waktu penangguhan pembayaran remunerasi paling sedikit 3 (tiga) tahun dan dapat disesuaikan menjadi lebih panjang sesuai dengan jangka waktu risiko (*time horizon of risk*). Terkait hal ini, Dewan Komisaris dan Direksi dilarang melakukan lindung nilai atas remunerasi yang bersifat variabel yang ditangguhkan.

KAITAN REMUNERASI DENGAN RISIKO DAN KINERJA

Penetapan remunerasi yang bersifat variabel bagi Dewan Komisaris dan Direksi disesuaikan dengan risiko utama yang dihadapi Bank, serta perubahannya. Hal ini ditentukan berdasarkan kriteria dan dampak risiko terhadap Bank. Apabila risiko utama tersebut dialami Bank, maka remunerasi Dewan Komisaris dan Direksi sebagai MRT akan mendapat pengaruh.

Selain itu, penetapan remunerasi yang bersifat variabel bagi Dewan Komisaris dan Direksi juga disesuaikan dengan pengukuran kinerja individu dan kolegal oleh Dewan Komisaris dan Direksi. Dengan mempertimbangkan hasil pengukuran kinerja Dewan Komisaris dan Direksi, Komite Nominasi dan Remunerasi akan memberikan masukan/rekomendasi kepada Dewan Komisaris terkait besaran remunerasi yang layak diterima. Rekomendasi tersebut disampaikan Dewan Komisaris kepada RUPS untuk penetapan remunerasi bagi Dewan Komisaris dan Direksi.

DETERMINING MATERIALS OF RISK TAKERS

In the implementation of governance in providing remuneration, the Bank is required to determine parties that will become material risk takers (MRT). This can be carried out through the following approaches:

1. Qualitative Approach
Based on qualitative approach, the Board of Directors and/or employees because of their duties and responsibilities make decisions that significantly influence the risk profile of the Bank previously determined as MRT.
2. Quantitative Approach
Based on quantitative approach, the Board of Commissioners, the Board of Directors, and/or employees having received variable remuneration with large values can be categorized as MRT.

DEFERMENT OR WITHDRAWAL OF REMUNERATION

In the event that the Bank suffers from losses, the Bank may not distribute or distribute variable remuneration with relatively low values. The Bank shall also defer to pay variable remuneration to the Board of Commissioners and the Board of Directors or withdraw variable remuneration having been paid (*clawback*) to the Board of Commissioners of the Board of Directors, as being the MRT parties. Deferment or withdrawal of variable remuneration will be made if the Bank experiences specific conditions, such as: suffering from losses, the occurrence of risks that may have negative impacts to the Bank's finance, fraud committed by MRT parties that may harm the Bank, or other conditions. The percentage of deferred payment is based on the criteria for financial stability of the Bank, adequate and strengthening capital of the Bank, short-term and long-term liquidity requirement, potential income in the future, as well as main risks of faced by the Bank.

The period of deferred remuneration payment at least 3 (three) years, and can be adjusted to be longer according to the time horizon of risk. In refer to this matter, the Board of Commissioners, and the Board of Directors shall not take hedging value for the deferred variable remuneration.

RELATION BETWEEN REMUNERATION WITH RISK AND PERFORMANCE

Determination of variable remuneration for the Board of Commissioners and the Board of Directors is adjusted to the main risks faced by the Bank as well as the changes. This is carried out based on criteria and impact of risks on the Bank. If the Bank bears such main risks, the remuneration for the Board of Commissioners and the Board of Directors as the MRT will be influenced.

In addition, the determination of variable remuneration for the Board of Commissioners and the Board of Directors is adjusted to the individual performance measures and collegial performance of the Board of Commissioners and the Board of Directors. Considering the result of performance of the Board of Commissioners and the Board of Directors, the Nomination and Remuneration Committee will provide inputs/recommendations to the Board of Commissioners concerning the amount of reasonable remuneration received. Such recommendation is submitted by the Board of Commissioners to GMS for determining the remuneration for the Board of Commissioners and the Board of Directors.

KONSULTAN EKSTERNAL

Dalam menyusun kebijakan dan penetapan remunerasi Bank Victoria tidak memakai jasa konsultan eksternal.

EKSTERNAL CONSULTAN

In establishing policies and determining remuneration, Bank Victoria doesn't use any external consultant services.

JUMLAH NOMINAL/KOMPONEN REMUNERASI DEWAN KOMISARIS DAN DIREKSI**TOTAL NOMINAL/REMUNERATION COMPONENT OF THE BOARD OF COMMISSIONERS AND DIRECTORS**

Jenis Remunerasi Type of Remuneration	Dewan Komisaris Board of Commissioners		Direksi Board of Director	
	Orang Persons	Jumlah (Rp) Amount (Rp)	Orang Persons	Jumlah (Rp) Amount (Rp)
Remunerasi Bersifat Tetap (Gaji dan THR) Fixed Remuneration (Salary and THR)	3	2.771.430.624	6	11.897.522.256
Remunerasi Bersifat Variabel (Bonus) Variable Remuneration (Bonus)	3	240.222.700	6	624.036.700
Total		3.011.653.324		12.521.558.956

Bentuk Remunerasi Form of Remuneration	Dewan Komisaris Board of Commissioners		Direksi Board of Director	
	Orang Persons	Jumlah (Rp) Amount (Rp)	Orang Persons	Jumlah (Rp) Amount (Rp)
Remunerasi Dalam Bentuk Tunai Remuneration in Cash	3	3.011.653.324	6	12.521.558.956
Remunerasi Dalam Bentuk Natura Remuneration in Nature	2	611.600.000	5	3.357.361.458
Remunerasi Dalam Bentuk Saham Remuneration in Shares	4	-	5	-
Total		3.623.253.324		15.878.920.414

REMUNERASI YANG DIKELOMPOKKAN DALAM TINGKAT PENGHASILAN

Remunerasi dalam satu tahun dikelompokkan dalam kisaran tingkat penghasilan adalah sebagai berikut:

REMUNERATION CATEGORIZED BY INCOME LEVELS

Remuneration within one year is classified in the range of income level as the following:

Tabel Kelompok Jumlah Remunerasi Dewan Komisaris
Table of Range of the Board of Commissioners' Remunerations

Jumlah Remunerasi Amount of Remuneration	Jumlah Komisaris Number of Commissioners	Jumlah Direksi Number of Directors
Di atas Rp.2 Miliar / Above Rp 2 billion	-	2
Di atas Rp.1 Miliar – Rp.2 Miliar / Above Rp 1 billion – Rp 2 billion	1	4
Di atas Rp.500 Juta – Rp.1 Miliar / Above Rp 500 million – Rp 1 billion	2	-
Rp.500 Juta ke bawah / Rp 500 million and below	-	-

JABATAN DAN JUMLAH PIHAK YANG MENJADI MATERIAL RISK TAKER

Jumlah pihak yang menjadi *material risk taker* sebanyak 7 (tujuh) orang yang terdiri dari 4 (empat) orang Direktur dan 3 (tiga) orang anggota Dewan Komisaris.

POSITION AND NUMBER OF PARTIES IDENTIFIED AS MATERIAL RISK TAKER

The number of parties that identified as material risk takers was 7 (seven) people consisting of 4 (four) member of the Board of Directors and 3 (three) member of the Board of Commissioners.

SHARE OPTION

Selama tahun 2018, tidak terdapat *share option* yang dimiliki Direksi, Dewan Komisaris maupun pejabat eksekutif.

SHARE OPTION

During 2018, there were no share options held by the Board of Directors, Board of Commissioners or executive officers.

REMUNERASI YANG DITANGGUHKAN ATAU DITARIK KEMBALI

Sepanjang tahun 2018, tidak terdapat remunerasi Dewan Komisaris dan Direksi yang ditangguhkan atau ditarik kembali.

SUSPENDED OR REVOKED REMUNERATION

During 2018, there was no suspended or revoked remuneration for the Board of Commissioners and Directors.

RASIO GAJI TERTINGGI DAN TERENDAH

Bank memperhatikan kesesuaian rasio gaji Dewan Komisaris, Direksi dan seluruh karyawan Bank dengan tingkat tugas dan tanggung jawab yang diemban. Informasi terkait rasio gaji tertinggi dan terendah dapat dilihat pada Bab *Corporate Social Responsibility* dalam Laporan Tahunan ini.

JUMLAH PEGAWAI YANG TERKENA PEMUTUSAN HUBUNGAN KERJA DAN TOTAL PESANGON

Selama tahun 2018, tidak terdapat pegawai yang terkena pemutusan hubungan kerja.

AKUNTAN PUBLIK

PENERAPAN FUNGSI AUDIT EKSTERNAL

Bank memastikan pelaksanaan fungsi audit eksternal berjalan secara independen dan telah sangat efektif, sesuai dengan persyaratan yang ditetapkan dalam ketentuan, dengan menghasilkan kualitas dan cakupan hasil audit yang sangat baik.

MEKANISME DAN DASAR PENUNJUKAN AKUNTAN PUBLIK

Penunjukan kantor akuntan publik dan akuntan publik dilakukan melalui mekanisme RUPS dengan mempertimbangkan usulan Dewan Komisaris yang telah memperhatikan rekomendasi Komite Audit. Dalam menyusun rekomendasi, Komite Audit mempertimbangkan:

1. Independensi kantor akuntan publik, akuntan publik, dan orang dalam kantor akuntan publik;
2. Ruang lingkup audit;
3. Imbalan jasa audit;
4. Keahlian dan pengalaman kantor akuntan publik, akuntan publik dan tim audit
5. Metodologi, teknik, dan sarana audit yang digunakan
6. Manfaat *fresh eye perspectives* yang akan diperoleh melalui penggantian kantor akuntan publik, akuntan publik dan tim audit;
7. Potensi risiko atas penggunaan jasa audit oleh kantor akuntan publik yang sama secara berturut-turut untuk kurun waktu yang cukup panjang; dan/atau
8. Hasil evaluasi terhadap pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh kantor akuntan publik dan akuntan publik pada periode sebelumnya.

Hasil pertimbangan Komite Audit tersebut kemudian disampaikan kepada Dewan Komisaris dan Otoritas Jasa Keuangan. Berdasarkan ketentuan yang berlaku, melalui mekanisme RUPS telah ditetapkan kantor akuntan publik dan akuntan publik, yang merupakan pihak independen yang tidak memiliki benturan kepentingan dengan Bank, untuk mengaudit laporan keuangan Bank.

KANTOR AKUNTAN PUBLIK, NAMA AKUNTAN DAN FEE

Berdasarkan POJK No. 6/POJK.03/2015 tentang Transparansi dan Publikasi Laporan Bank pasal 6 berbunyi Laporan Keuangan posisi akhir bulan Desember yang diumumkan secara triwulanan dan tahunan wajib diaudit oleh Akuntan Publik yang terdaftar di Otoritas Jasa Keuangan.

HIGHEST AND LOWEST SALARY RATIO

The Bank pays attention to the suitability of salary ratio for the Board of Commissioners, Directors and all Bank employees with each duties and responsibilities level. Information regarding the highest and lowest salary ratio can be seen on the Corporate Social Responsibility Chapter in this Annual Report.

NUMBER OF EMPLOYEES AFFECTED BY TERMINATION OF EMPLOYMENT AND TOTAL SEVERANCE PAY

During 2018, there were no employees affected by termination of employment.

PUBLIC ACCOUNTANT

IMPLEMENTATION OF EXTERNAL AUDIT FUNCTION

The Bank ensured the implementation of external audit function carried out independently and has been very effective, in accordance with the requirements stipulated in the provisions, by generating excellent quality and scope of audit results.

MECHANISM AND BASIS FOR APPOINTMENT OF PUBLIC ACCOUNTANTS

The appointment of a public accountant firm and public accountant is conducted through a GMS mechanism by considering the Board of Commissioners' proposal that have considered the recommendations from the Audit Committee. In preparing the recommendation, the Audit Committee considers the following:

1. Independence of public accountant firms, public accountants, and public accountant firm's personnel;
2. Audit Scope
3. Audit fee;
4. Expertise and experience of public accountant firms, public accountants and audit teams
5. Methodology, techniques, and audit facilities used.
6. Benefits of fresh eye perspectives that will be obtained through replacement of public accountant firms, public accountants and audit teams;
7. Potential risks in using the same public accountant firm consecutively for a long period of time; and/or
8. Evaluation results of the implementation of audit services for annual historical financial information by public accountant firms and public accountants in the previous period.

The results of Audit Committee's consideration are then submitted to the Board of Commissioners and Financial Services Authority. Based on the applicable provisions, through the GMS mechanism, a public accountant firm and public accountant has been appointed, which is an independent party that has no conflict of interest with the Bank, to audit the Bank's financial statements.

PUBLIC ACCOUNTING FIRM, ACCOUNTANT NAME AND FEE

Based on Regulation of Financial Services Authority (POJK) Number 6/POJK.03/2015 on the Bank Report's Publication and Transparency article 6 saying Financial Statements for end of December published quarterly and annually shall be audited by Public Accountant registered with Financial Services Authority.

Tabel Kantor Akuntan Publik, Nama Akuntan, Fee dan Izin KAP**Table of Public Accounting Firms, Accountant Names, Fees, and Public Accounting Firm License**

Kantor Akuntan Publik Public Accountant Firm	Periode Period	Tahun Buku Fiscal Year	Biaya (Rp) Fee (Rp)	Masa Kontrak Contract Term	Akuntan Publik Public Accountant	Nomor Izin Akuntan Publik Public Accountant License Number
Tanudiredja, Wibisana, Rintis & Rekan (<i>member of Pricewaterhouse Cooper</i>) Tanudiredja, Wibisana, Rintis & Rekan (<i>member of Pricewaterhouse Cooper</i>)	2018	2018	1.760.000.000	Januari - Desember January - December	Drs. M. Jusuf Wibisana, MEC, CPA	AP. 022
Tanudiredja, Wibisana, Rintis & Rekan (<i>member of Pricewaterhouse Cooper</i>) Tanudiredja, Wibisana, Rintis & Rekan (<i>member of Pricewaterhouse Cooper</i>)	2017	2017	1.500.000.000	Januari - Desember January - December	Drs. M. Jusuf Wibisana, MEC, CPA	AP. 0222
Tanudiredja, Wibisana & Rekan (<i>member of Pricewaterhouse Cooper</i>) Tanudiredja, Wibisana & Rekan (<i>member of Pricewaterhouse Cooper</i>)	2014 - 2016	2016	1.421.238.000	Januari - Desember January - December	Lucy Luciana Suhenda	AP. 0229
		2015	808.600.000	Januari - Desember January - December	Lucy Luciana Suhenda	AP. 0229
		2014	400.000.000	Januari - Desember January - December	Lucy Luciana Suhenda	AP. 0229
Tjahjadi & Tamara (<i>member of Morison KSi</i>) Tjahjadi & Tamara (<i>member of Morison KSi</i>)	2012 - 2013	2013	375.000.000	Januari - Desember January - December	Junarto Tjahjadi	AP. 0168
		2012	300.000.000	Januari - Desember January - December	Junarto Tjahjadi	AP. 0168

JASA LAIN YANG DIBERIKAN AKUNTAN

Selama tahun 2018 tidak terdapat jasa lain yang diberikan oleh Akuntan.

KOORDINASI AUDITOR EKSTERNAL DAN KOMITE AUDIT

Dalam menjalankan tugasnya, akuntan publik melakukan komunikasi secara intensif dengan auditor internal dan Komite Audit. Dalam hal terjadi perbedaan pendapat antara akuntan publik dengan auditor internal, maka Komite Audit dapat memberikan saran, rekomendasi, dan pendapat yang bersifat independen terkait permasalahan yang dihadapi.

MANAJEMEN RISIKO

Seiring dengan perkembangan globalisasi, tingkat persaingan, teknologi informasi, inovasi produk, maka risiko yang dihadapi Bank menjadi semakin kompleks dan Dinamis. Oleh karenanya, Bank perlu meningkatkan penerapan tata kelola perusahaan yang baik, khususnya melalui implementasi sistem manajemen risiko yang efektif. Peningkatan implementasi sistem manajemen risiko dilakukan melalui peningkatan fungsi identifikasi, pengukuran, pemantauan, dan pengendalian risiko, hal tersebut dilakukan terhadap seluruh faktor-faktor Risiko yang berpengaruh secara signifikan terhadap kondisi keuangan Bank.

OTHER SERVICES PROVIDED BY THE ACCOUNTANT

During 2018 there were no other services provided by Accountants.

EXTERNAL AUDITOR AND AUDIT COMMITTEE COORDINATION

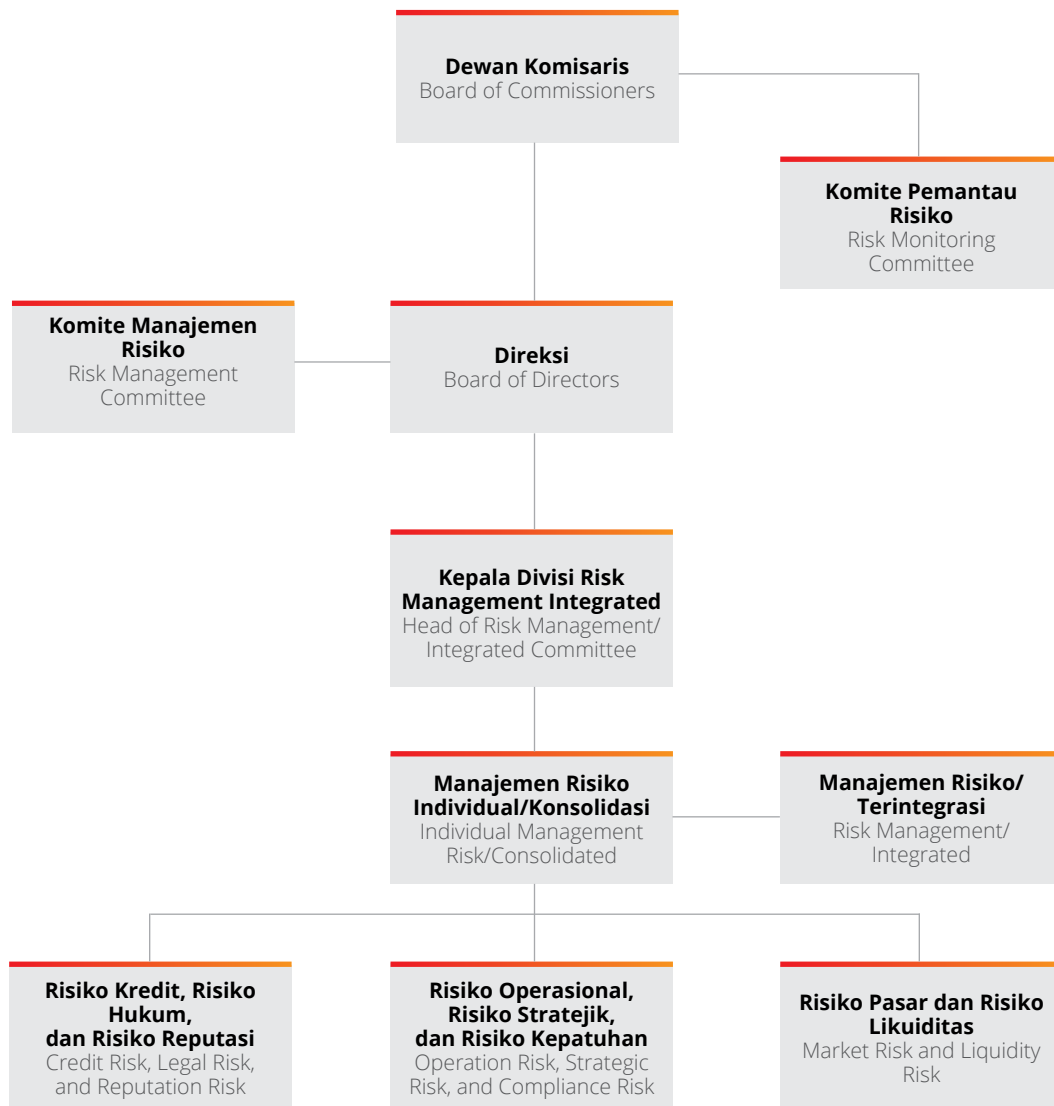
In giving his/her service, the public accountant communicates intensively with the internal auditor and the Audit Committee. In the event of any dissenting opinion between the public accountant and the internal auditor, the Audit Committee may provide independent advice, recommendation, and opinion on the issues at hand.

RISK MANAGEMENT

Along with the globalization development, competition level, information technology, product innovations, any risk faced by the Bank becomes more complex and dynamic. Therefore, the Bank needs to improve its good corporate governance implementation, especially by implementing effective risk management system. Improving risk management system implementation is performed through improving identification, measurement, monitoring, and risk control functions, in which they are applied to all Risk factors significantly influential to the Bank's financial condition.

STRUKTUR ORGANISASI MANAJEMEN RISIKO

INTEGRATED RISK MANAGEMENT'S ORGANIZATIONAL STRUCTURE



PROFIL KEPALA DIVISI MANAJEMEN RISIKO/TERINTEGRASI

Hermawan

Kepala Divisi Manajemen Risiko/Terintegrasi Warga Negara Indonesia, lahir di Jakarta pada tahun 1970. Saat ini berusia 49 tahun dan berdomisili di Jakarta. Meraih Diploma III dari Akademi Borobudur, Jakarta pada tahun 1992, Sarjana Ekonomi dari Sekolah Tinggi Ilmu Ekonomi Yayasan Administrasi Indonesia, Jakarta pada tahun 1995, serta Magister Manajemen dari Sekolah Tinggi Ilmu Manajemen Labora, Jakarta pada tahun 1997. Memiliki *International Certificate in Banking Risk and Regulation* (ICBRR) dari GARP-BSMR. Bergabung di Bank Victoria sebagai Kepala Divisi Manajemen Risiko pada tanggal 5 Februari 2013. Menjabat sebagai Kepala Divisi Manajemen Risiko/Terintegrasi sejak tahun 2015.

RISK MANAGEMENT/INTEGRATED DIVISION HEAD'S PROFILE

Hermawan

Risk Management/Integrated Division Head, Indonesian Citizen, born in Jakarta in 1970. He is 49 years old and domiciled in Jakarta. Earned his Diploma III from Akademi Borobudur, Jakarta in 1992, Bachelor of Economics from Sekolah Tinggi Ilmu Ekonomi Yayasan Administrasi Indonesia, Jakarta in 1995, and Master of Management from Sekolah Tinggi Ilmu Manajemen Labora, Jakarta in 1997. He has an International Certificate in Banking Risk and Regulation (ICBRR) from GARP-BSMR. He joined Bank Victoria as Risk Management Division Head on February 5, 2013. He served as Risk Management/Integrated Division Head since 2015.

TUGAS DAN TANGGUNG JAWAB DIVISI MANAJEMEN RISIKO/TERINTEGRASI

Tugas dan tanggung jawab Divisi Manajemen Risiko/Terintegrasi secara Individual meliputi:

1. Memberikan masukan kepada Direksi dalam penyusunan kebijakan, strategi, dan kerangka manajemen risiko;
2. Mengembangkan prosedur dan alat untuk identifikasi, pengukuran, pemantauan, dan pengendalian risiko;
3. Mendesain dan menerapkan perangkat yang dibutuhkan dalam penerapan manajemen risiko;
4. Memantau implementasi kebijakan, strategi, dan kerangka manajemen risiko yang direkomendasikan oleh Komite Manajemen Risiko dan yang telah disetujui oleh Direksi;
5. Memantau posisi/eksposur risiko secara keseluruhan maupun per risiko, termasuk pemantauan kepatuhan terhadap toleransi risiko dan limit yang ditetapkan;
6. Melakukan *stress testing* guna mengetahui dampak dari implementasi kebijakan dan strategi manajemen risiko terhadap portofolio atau kinerja Bank secara keseluruhan;
7. Mengkaji usulan aktivitas dan/atau produk baru yang dikembangkan oleh *risk taking unit*. Pengkajian difokuskan terutama pada aspek kemampuan untuk mengelola aktivitas dan/atau produk baru, termasuk kelengkapan sistem dan prosedur yang digunakan, serta dampaknya terhadap eksposur risiko secara keseluruhan;
8. Memberikan rekomendasi kepada *risk taking unit* dan/atau kepada Komite Manajemen Risiko terkait penerapan manajemen risiko, antara lain mengenai besaran atau maksimum eksposur risiko yang dapat dipelihara;
9. Menyusun dan menyampaikan laporan profil risiko kepada Direktur Utama, Direktur Manajemen Risiko dan Kepatuhan, dan Komite Manajemen Risiko, serta kepada Otoritas Pengawas Bank secara berkala. Frekuensi laporan harus ditingkatkan apabila kondisi pasar berubah dengan cepat;
10. Mengevaluasi akurasi dan validitas data yang digunakan oleh Bank untuk keperluan internal;
11. Melaksanakan kaji ulang secara berkala dengan frekuensi yang disesuaikan kebutuhan untuk memastikan:
 - a. Kecukupan kerangka manajemen risiko;
 - b. Keakuratan metodologi penilaian risiko;
 - c. Kecukupan sistem informasi manajemen risiko.

Selain hal tersebut, perlu disusun dan menyampaikan pengungkapan manajemen risiko dalam laporan publikasi Bank, yang mencakup kinerja manajemen risiko dan arah kebijakan manajemen risiko.

PENGEMBANGAN KOMPETENSI BIDANG MANAJEMEN RISIKO

Pengembangan kompetensi yang diikuti anggota Divisi Manajemen Risiko/Terintegrasi selama 2018, sebagai berikut:

Tabel Pengembangan Kompetensi Divisi Manajemen Risiko

Table of Competence Development for Risk Management Division

No	Materi Pengembangan Kompetensi Competency Development Material	Waktu Pelaksanaan Time	Penyelenggara Organizer
1.	Training dan Refreshment Manajemen Risiko "Risiko Dalam Pembayaran – Kebijakan Sistem Pembayaran <i>Fraud</i> dan Perlindungan Konsumen Dalam Transaksi <i>E-Banking</i> ". Risk Management Training and Refreshment on "Risk in Payment-Fraud Payment System and Consumer Protection Policy in E-Banking Transactions".	1 Maret 2018 1 March 2018	LSSP

RISK MANAGEMENT DIVISION'S DUTIES AND RESPONSIBILITIES/INTEGRATED

Risk Management/Integrated Division's duties and responsibilities individually include as follows:

1. To give input to the Board of Directors in preparing the risk management policy, strategy, and framework;
2. To develop any procedure and tool for risk identification, measurement, monitoring, and control;
3. To design and to implement any tool required by risk management implementation;
4. To monitor any implementation of policies, strategies, and risk management framework recommended by the Risk Management Committee and approved by the Board of Directors;
5. To monitor any risk positions/exposures in overall or per risk, including monitoring of compliance with defined risk tolerance and limits;
6. To conduct stress testing for defining impact of implementation of risk management policies and strategies on overall portfolio or performance of the Bank
7. To review any proposed new activity and/or product developed by risk taking units. The review focuses mainly on aspects of ability to manage new activities and/or products, including the completeness of applied systems and procedures, as well as the impact on overall risk exposures;
8. To give recommendations to risk taking units and/or Risk Management Committee related to the risk management implementation, including, among others, the magnitude of or maximum risk exposure that can be maintained;
9. To prepare and to submit any risk profile report to President Director, Risk Management and Compliance Director, and Risk Management Committee, and to the Bank's Supervisory Authority, periodically. Report frequency must be improved in case market condition changes rapidly;
10. To evaluate accuracy and validity of data used by the Bank for internal purposes;
11. To perform regular reviews with frequency-adjusted needs for ensuring:
 - a. Adequacy of risk management framework;
 - b. Accuracy of risk assessment methodology;
 - c. Adequacy of risk management information system.

In addition to abovementioned matters, the Bank needs to develop and disclose risk management in the Bank's publication report, including the performance of risk management and the direction of risk management policies.

COMPETENCE DEVELOPMENT FOR RISK MANAGEMENT DIVISION

Competence development programs joined by members of Risk Management/Integrated Division during 2018 were as follows:

No	Materi Pengembangan Kompetensi Competency Development Material	Waktu Pelaksanaan Time	Penyelenggara Organizer
2.	<i>Training "A 16 Hour Business English Communication Skills Program"</i> Training on "A 16 Hour Business English Communication Skills Program"	3 Maret 2018 3 March 2018	ELE
3.	<i>Training "Essential Financial Risk Management".</i> Training on "Essential Financial Risk Management".	6 April 2018 6 April 2018	Bank Victoria
4.	<i>Training Laser Batch 3 dan 4.</i> Training on Laser Batch 3 and 4.	6 September 2018 6 September 2018	Blasius
5.	<i>Training Trade Operational "Sesi 1 dan 2".</i> Training on Trade Operational "Session 1 and 2".	15 September 2018 15 September 2018	Phi Solusi
6.	<i>Training "IRBB Mengacu SEOJK Terbaru (Refreshment Manajemen Risiko)".</i> Training on "IRBB Refers to the Latest SEOJK (Risk Management Refreshment)"	27 September 2018 27 September 2018	RMG
7.	<i>Training "Pelaporan Bank Umum"</i> Training on "Commercial Bank Reporting"	4 Oktober 2018 4 October 2018	LPPI
8.	<i>Training "Mindsetting Agent of Change" Batch 1-3.</i> Training on "Mindsetting Agent of Change" Batch 1-3.	5 Oktober 2018 5 October 2018	Blasius Haryanto
9.	<i>Training "Forex"</i> Training on "Forex"	6 Oktober 2018 6 October 2018	PT. Karya Nexell Indonesia
10.	<i>Training dan Ujian "Manajemen Risiko Level 1" Batch 3.</i> Training and Exam on "Risk Management Level 1" Batch 3.	30 Oktober 2018 30 October 2018	Bank Victoria dan LSPP
11.	<i>Training dan Seminar "IRMO 2019: Achieving High Performance amid Political Risk".</i> Training and Seminar on "IRMO 2019: Achieving High Performance amid Political Risk".	6 November 2018 6 November 2018	LPPI
12.	<i>Training dan Ujian "Manajemen Risiko Level 1" Batch 4.</i> Training and Exam on "Risk Management Level 1" Batch 4.	11 November 2018 11 November 2018	Bank Victoria dan LSPP

SERTIFIKASI MANAJEMEN RISIKO DIVISI RISK MANAGEMENT/INTEGRATED

RISK MANAGEMENT CERTIFICATION OF RISK MANAGEMENT/INTEGRATED DIVISION

Tabel Sertifikasi Manajemen Risiko Divisi Risk Management/Integrated
Table of Risk Management Certification of Risk Management/Integrated Division

Nama Name	Jabatan Position	Kompetensi Competence
Hermawan	Kepala Divisi / Division Head	- Sertifikasi Manajemen Risiko Level IV dan <i>International Certificate in Banking Risk and Regulation</i> - Sertifikasi Compliance Level Officer
Budiman L Sitorus	Unit Head / Unit Head	- Risk Management Certification Level IV and <i>International Certificate in Banking Risk and Regulation</i> - Compliance Certification of Officer Level
Kunto Wibisono	Kepala Seksi / Section Head	Manajemen Risiko Level III / Risk Management Level III
Heri Ng	Kepala Seksi / Section Head	Manajemen Risiko Level II / Risk Management Level II
Lina Nuraeni	Staf / Staff	Manajemen Risiko Level II / Risk Management Level II
Yofi Yandri	Staf / Staff	Manajemen Risiko Level II / Risk Management Level II
Yusuf Doi Pratama	Staf / Staff	Manajemen Risiko Level I / Risk Management Level I

SERTIFIKASI MANAJEMEN RISIKO

Sehubungan dengan hal tersebut, Bank telah mengikutsertakan Dewan Komisaris, Direksi, Pejabat Eksekutif, dan karyawan terkait dalam program sertifikasi manajemen risiko, termasuk memberikan pelatihan penyegaran (*refreshment training*) terhadap pihak yang telah lulus program sertifikasi manajemen risiko. Informasi terkait sertifikasi manajemen risiko di tahun 2018 sebagai berikut:

RISK MANAGEMENT CERTIFICATION

In that regard, the Bank has involved members of Board of Commissioners, Board of Directors, Executive Officers, and relevant employees in the risk management certification program, including provided the refreshment training to those who have passed the risk management certification program. The following is the information related to risk management certification in 2018:

Tabel Sertifikasi Manajemen Risiko
Table of Risk Management Certification

Level Sertifikasi Certification Level	Jabatan Position	Jumlah Pegawai Total Employees
5	Dewan Komisaris / Board of Commissioners	2
2	Dewan Komisaris / Board of Commissioners	1
5	Direksi / Board Of Director	6
4	Manajemen / Management	21
3	Manajemen / Management	11
2	Manajemen / Management	36
1	Manajemen / Management	145
3	Pelaksana / Staff	1
2	Pelaksana / Staff	13
1	Pelaksana / Staff	116

SISTEM MANAJEMEN RISIKO

PENERAPAN MANAJEMEN RISIKO

Penerapan manajemen risiko dilakukan melalui implementasi manajemen risiko pada setiap aktivitas fungsional operasional Bank sehingga manajemen risiko mampu menjadi bagian yang tidak terpisahkan dalam setiap aktivitas Bank tersebut, serta melalui pengelolaan permodalan Bank agar mampu menyerap risiko yang dihadapi Bank serta sesuai dengan persyaratan regulator. Dalam praktiknya, Bank menerapkan manajemen risiko secara menyeluruh yang mencakup 8 (delapan) jenis risiko, yaitu risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko statejik, risiko hukum, risiko kepatuhan dan risiko reputasi. Penerapan manajemen risiko secara efektif, baik untuk Bank secara individual maupun untuk Bank secara konsolidasi dengan Entitas Anak, dilakukan melalui 4 (empat) pilar, yaitu:

1. Pengawasan aktif Direksi dan Dewan Komisaris;
2. Kecukupan kebijakan dan prosedur manajemen risiko dan penetapan limit risiko;
3. Kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko, serta sistem informasi manajemen risiko; dan
4. Sistem pengendalian intern yang menyeluruh.

Pengawasan Aktif Dewan Komisaris dan Direksi

Penerapan manajemen risiko dilakukan berdasarkan wewenang dan tanggung jawab yang jelas yang dimiliki oleh masing-masing pihak sesuai jenjang jabatan. Peran Dewan Komisaris dan Direksi dalam penerapan manajemen risiko diuraikan sebagai berikut:

1. Dewan Komisaris
 Pengawasan aktif yang dilakukan oleh Dewan Komisaris diantaranya meliputi:
 - a. Menyetujui dan mengevaluasi kebijakan manajemen risiko, termasuk strategi dan kerangka manajemen risiko yang ditetapkan sesuai dengan tingkat risiko yang diambil (*risk appetite*) dan toleransi risiko (*risk tolerance*) Bank;
 - b. Mengevaluasi kebijakan manajemen risiko dan strategi manajemen risiko paling sedikit sekali dalam setahun atau dalam frekuensi yang lebih sering, dalam hal terdapat perubahan faktor-faktor yang mempengaruhi kegiatan usaha secara signifikan;

RISK MANAGEMENT SYSTEM

RISK MANAGEMENT IMPLEMENTATION

Risk management implementation is carried out by implementing risk management in every Bank's operationally functional activity so it becomes an integral part of each Bank's activity, as well as by Bank's capital management to be able to absorb the risks faced by the Bank and in accordance with regulatory requirements. In practice, the Bank implements comprehensive risk management covering 8 (eight) types of risks, namely credit risk, market risk, liquidity risk, operational risk, strategic risk, legal risk, compliance risk, and reputation risk. Effective risk management implementation, either for the Bank individually or Consolidated with Subsidiaries, is conducted through 4 (four) pillars as follows:

1. Active monitoring of the Board of Directors and the Board of Commissioners;
2. Adequacy of risk management policies and procedures and risk limit setting;
3. Adequacy of process of risk identification, measurement, monitoring, and management, as well as risk management information system; and
4. Comprehensive internal control system.

Active Monitoring of the Board of Commissioners and the Board of Directors

Implementation of risk management is done based on clear authority and responsibility owned by each party according to the position level. The roles of the Board of Commissioners and the Board of Directors in risk management implementation are described as follows.

1. Board of Commissioners
 Active monitoring conducted by the Board of Commissioners includes as follows:
 - a. Approving and evaluating risk management policies, including risk management strategy and framework established according to the Bank's risk appetite and risk tolerance;
 - b. Evaluating risk management policies and risk management strategies at least once a year or more, in the event that there are changes in factors affecting the business activities significantly;

- c. Mengevaluasi pertanggungjawaban Direksi dalam rangka memastikan bahwa Direksi mengelola aktivitas dan risiko-risiko secara efektif dan memberikan arahan perbaikan atas pelaksanaan kebijakan manajemen risiko secara berkala;
 - d. Memastikan kebijakan dan proses manajemen risiko dilaksanakan secara efektif dan terintegrasi dalam proses manajemen risiko secara keseluruhan; dan
 - e. Mengevaluasi dan memutuskan permohonan Direksi yang berkaitan dengan transaksi yang memerlukan persetujuan Dewan Komisaris.
2. Direksi
- Pengawasan aktif yang dilakukan oleh Direksi diantaranya meliputi:
- a. Setelah mendapat persetujuan dari Dewan Komisaris, maka Direksi melaksanakan kebijakan, strategi dan kerangka manajemen risiko secara tertulis dan komprehensif, termasuk limit risiko secara keseluruhan dan per jenis risiko, dengan memperhatikan tingkat risiko yang akan diambil dan toleransi risiko sesuai kondisi Bank, serta memperhitungkan dampak risiko terhadap kecukupan permodalan;
 - b. Menyusun dan menetapkan mekanisme persetujuan transaksi, termasuk yang melampaui limit dan kewenangan untuk setiap jenjang jabatan;
 - c. Mengevaluasi dan mengkinikan kebijakan, strategi, dan kerangka manajemen risiko paling kurang sekali dalam setahun atau dalam frekuensi yang lebih sering, dalam hal terdapat perubahan faktor-faktor yang mempengaruhi kegiatan usaha Bank, eksposur risiko, dan profil risiko secara signifikan;
 - d. Menetapkan struktur organisasi, termasuk wewenang dan tanggung jawab yang jelas pada setiap jenjang jabatan yang terkait dengan penerapan manajemen risiko;
 - e. Bertanggung jawab atas pelaksanaan kebijakan, strategi, dan kerangka manajemen risiko yang telah disetujui oleh Dewan Komisaris, serta mengevaluasi dan memberikan arahan berdasarkan laporan-laporan yang disampaikan oleh Divisi *Risk Management/Integrated*, termasuk laporan mengenai profil risiko;
 - f. Memastikan seluruh risiko material dan dampak yang ditimbulkan telah ditindaklanjuti, kemudian menyampaikan laporan pertanggung jawaban kepada Dewan Komisaris secara berkala. Laporan tersebut memuat laporan perkembangan dan permasalahan terkait risiko yang material disertai langkah-langkah perbaikan yang telah, sedang, dan akan dilakukan;
 - g. Memastikan pelaksanaan langkah-langkah perbaikan atas permasalahan atau penyimpangan dalam kegiatan usaha Bank yang ditemukan oleh Divisi Audit Internal/*Integrated* and Anti *Fraud*;
 - h. Mengembangkan budaya manajemen risiko, termasuk kesadaran risiko pada seluruh jenjang organisasi, meliputi komunikasi yang memadai tentang pentingnya pengendalian internal yang efektif kepada seluruh jenjang organisasi;
 - i. Memastikan kecukupan dukungan keuangan dan infrastruktur untuk mengelola dan mengendalikan risiko;
 - j. Memastikan bahwa fungsi manajemen risiko telah diterapkan secara independen yang dicerminkan adanya pemisahan fungsi antara Divisi Manajemen
- c. Evaluating the Board of Directors' accountability to ensure that the Board of Directors manages activities and risks effectively and to provide regular directives for improved implementati of risk management policies;
 - d. Ensuring that the risk management policies and process are performed effectively and integrated comprehensively in the risk management process; and
 - e. Evaluating and determining the Board of Directors' request related to transactions requiring approval from the Board of Commissioners.
2. Board of Directors
- Active monitoring by the Board of Directors includes as follows:
- a. After obtaining approval from the Board of Commissioners, the Board of Directors must implement the risk management policy, strategy, and framework comprehensively and by risk type, including risk limit in overall and per type of risks, by considering the risk level and risk tolerance according to the Bank's condition, and measuring the risk impact on the capital adequacy;
 - b. Preparing and establishing transaction approval mechanisms, including those that exceed the limits and authority for each level of position;
 - c. Evaluating and updating any risk policy, strategy, and risk management framework at least once a year, in the event that there are changes in factors affecting the Bank's business activities, risk exposures, and risk profiles significantly;
 - d. Determining organizational structure, including clear authority and responsibilities at every level of position related to the risk management implementation;
 - e. Responsible for the implementation of policies, strategies and risk management framework as approved by the Board of Commissioners, and evaluating and providing guidance based on the reports submitted by the Risk Management/Integrated Division, including any report on risk profiles;
 - f. Ensuring that any material risk and impact occurred have been followed-up, and submitting the accountability report to the Board of Commissioners periodically. Such report contains any report on the development and problems related to the material risk along with related corrective actions those have been, are being, and will be taken;
 - g. Ensuring the implementation of corrective actions on any problem or deviation in the Bank's business activities found by the Internal Audit/Integrated and Anti-Fraud Division;
 - h. Developing risk management culture, including risk awareness on all organizational levels, including sufficient communication about the importance of an effective internal control to all organizational levels;
 - i. Ensuring sufficient financial and infrastructure support to manage and control any risk;
 - j. Ensuring that the risk management functions are applied independently as reflected by separating the functions of Risk Management/Integrated Division,

Risiko/Terintegrasi yang melakukan identifikasi, pengukuran, pemantauan, dan pengendalian risiko dengan satuan kerja yang melakukan dan menyelesaikan transaksi;

- k. Memastikan peningkatan kompetensi sumber daya manusia yang terkait dengan manajemen risiko, antara lain melalui program pendidikan dan pelatihan secara berkesinambungan mengenai penerapan manajemen risiko; serta
- l. Melaksanakan kaji ulang secara berkala untuk memastikan:
 - Keakuratan metodologi penilaian risiko;
 - Kecukupan implementasi sistem informasi manajemen risiko; dan
 - Ketepatan kebijakan dan prosedur manajemen risiko serta penetapan limit risiko.

Kecukupan Kebijakan dan Prosedur serta Penerapan Limit Risiko

Bank memiliki kebijakan, standar, dan prosedur penerapan manajemen risiko yang dimuat dalam Kebijakan dan Pedoman Umum Manajemen Risiko dan Prosedur Penilaian Profil Risiko yang telah disahkan melalui Surat Keputusan Direksi No. 13/SK-DIR/03/17 tanggal 31 Maret 2017 tentang Kebijakan dan Pedoman Umum Manajemen Risiko dan Surat Keputusan Direksi No. 006/SK-DIR/12/17 tanggal 19 Desember 2017 tentang Prosedur Penilaian Profil Risiko. Kebijakan tersebut telah diterapkan secara konsisten dan senantiasa ditinjau kembali untuk memastikan kesesuaiannya dengan perkembangan karakteristik dan kompleksitas usaha, visi, misi, dan strategi Bank, serta perubahan peraturan yang berlaku. Kebijakan dan prosedur manajemen risiko didasarkan pada strategi manajemen risiko, tingkat risiko yang diambil dan toleransi risiko, serta limit yang memperhatikan kemampuan modal Bank untuk dapat menyerap eksposur risiko.

Penetapan toleransi risiko dan limit risiko dilakukan oleh unit kerja (*risk taking unit*) dan disampaikan kepada Divisi Manajemen Risiko/Terintegrasi untuk dievaluasi dan diajukan kepada Komite Manajemen Risiko. Selanjutnya, toleransi risiko dan limit risiko direkomendasikan kepada Direktur Utama untuk mendapatkan persetujuan dengan sepengetahuan Dewan Komisaris.

Proses Manajemen Risiko dan Sistem Informasi Manajemen Risiko

Dalam mengidentifikasi, mengukur, memantau dan mengendalikan kedelapan jenis kategori risiko, maka Bank telah menetapkan berbagai kebijakan dan pedoman terkait setiap jenis risiko yang disesuaikan dengan referensi pelaksanaan (*best practices*) perbankan dan pengaturan dari ketentuan regulator. Untuk mendukung proses identifikasi, pengukuran, pemantauan, dan pengendalian Risiko, Bank menggunakan pendekatan berdasarkan risiko, baik kualitatif maupun kuantitatif, yang disesuaikan dengan tujuan usaha, kompleksitas usaha dan kemampuan Bank.

1. Identifikasi

Proses identifikasi risiko bersifat proaktif dilakukan dengan menganalisis penyebab risiko, kejadian risiko dan dampak risiko yang paling kurang dilakukan terhadap produk dan/atau pengembangan aktivitas baru Bank, termasuk memastikan bahwa risiko dari produk dan aktivitas baru

which performs risk identification, measurement, monitoring, and control, and the work unit performing and settling transactions;

- k. Ensuring the improvement of human resource competencies related to risk management, among others through continuous education and training programs on risk management implementation; and
- l. Conducting periodic reviews to ensure:
 - Accuracy of risk assessment methodology;
 - Adequacy of implementation of risk management information system; and
 - Adequacy of risk management policies and procedures and risk limit setting.

Adequacy of Risk Policies, Procedures, and Limit Establishment

The Bank's policies, standards, and procedures of risk management implementation are in the Risk Management Policies and General Guidelines and Risk Profile Assessment Procedures as ratified by the Board of Directors' Decision No. 13/SK-DIR/03/17 dated March 31, 2017 on Risk Management Policies and General Guidelines, and the Board of Directors' Decision No. 006/SK-DIR/12/17 dated December 19, 2017 on Risk Profile Assessment Procedures. The policy has been applied consistently and constantly reviewed to ensure its compatibility with the Bank's business characteristics and complexity, vision, mission, and strategies, as well as changes to the prevailing regulations. Risk management policies and procedures are based on risk management strategies, risk levels taken, and risk tolerance, as well as limits according to the Bank's ability to absorb risk exposures

Risk tolerance and risk limit are defined by the work unit (*risk taking unit*) and submitted to the Risk Management/Integrated Division to be evaluated and proposed to the Risk Management Committee. Furthermore, risk tolerance and risk limits are recommended to the President Director for approval by acknowledgment of the Board of Commissioners.

Risk Management Process and Risk Management Information System

In identifying, measuring, monitoring, and controlling the eight types of risk categories, the Bank has established various policies and guidelines relating to each type of risk tailored to the banking best practices as reference for implementation and the Regulator's regulations. To support the Risk identification, measurement, monitoring, and control processes, the Bank uses a risk-based approach, both qualitative and quantitative ones, tailored to the business objectives, business complexity, and capabilities of the Bank.

1. Identification

The risk identification process is carried out proactively by analyzing all risk sources, risk events, and the least risk impacts on the Bank's new products and/or activities, including by ensuring that risks of the new products and activities have passed through viable risk management

telah melalui proses manajemen risiko yang layak sebelum diperkenalkan atau dijalankan.

2. Pengukuran

Sistem Proses pengukuran risiko digunakan untuk mengukur eksposur risiko yang melekat pada setiap aktivitas bisnis Bank senantiasa disesuaikan untuk dibandingkan dengan *risk appetite* Bank sehingga dapat diambil tindakan mitigasi risiko dan mengukur kecukupan modal Bank untuk mengcover risiko residual. Pengukuran risiko dilakukan dan secara berkala.

3. Pemantauan

Sistem dan prosedur pemantauan antara lain mencakup pemantauan terhadap besarnya eksposur risiko, kepatuhan limit internal, dan *stress test*, maupun konsistensi pelaksanaan dengan kebijakan dan prosedur yang telah ditetapkan. Pemantauan didukung oleh sistem informasi manajemen risiko yang merupakan bagian dari sistem informasi manajemen dan sesuai dengan kebutuhan dalam rangka penerapan manajemen risiko secara efektif.

4. Pengendalian

Proses pengendalian risiko yang diterapkan Bank disesuaikan dengan eksposur risiko maupun tingkat risiko yang akan diambil dan toleransi risiko. Hal ini antara lain dilakukan dengan memberikan tindak lanjut atas risiko yang bersifat material dan signifikan, peningkatan control (pengawasan melekat), dan pelaksanaan audit internal secara berkala.

Dalam menerapkan proses pengelolaan risiko, diperlukan sistem informasi manajemen risiko senantiasa dikembangkan untuk memberikan dukungan secara efektif dengan menyesuaikan karakteristik, kompleksitas kegiatan usaha, kebutuhan Bank serta adaptif terhadap perubahan khususnya pelaksanaan pelaporan

Sistem Pengendalian Internal

Sistem pengendalian internal merupakan suatu mekanisme proses pengawasan yang ditetapkan oleh Bank secara berkesinambungan, yang dirancang untuk dapat memberikan keyakinan yang memadai guna menjaga dan mengoptimalkan pendapatan, menjamin tersedianya laporan yang akurat, meningkatkan kepatuhan terhadap ketentuan yang berlaku, mengurangi dampak kerugian keuangan, penyimpangan termasuk kecurangan (*fraud*) dan pelanggaran aspek kehati-hatian, serta meningkatkan efektivitas organisasi dan meningkatkan efisiensi biaya. Sistem pengendalian internal dirancang untuk mengelola dan mengendalikan risiko dengan baik dan bukan untuk menghilangkan risiko tersebut. Sistem pengendalian internal Bank dilakukan oleh Divisi Audit Internal/*Integrated* and Anti *Fraud* yang dibentuk untuk dapat mengidentifikasi kemungkinan terjadinya suatu kejadian yang dapat mempengaruhi operasional Bank, serta untuk mengelola risiko agar tetap dalam batas toleransi (*risk tolerance*) dan *risk appetite* sesuai ukuran dan kompleksitas produknya, serta untuk memberikan keyakinan yang memadai dalam rangka pencapaian tujuan Bank.

Bank melakukan evaluasi efektivitas penerapan sistem pengendalian internal secara terus menerus dan berkesinambungan guna memantau dan memitigasi risiko-risiko yang dihadapi Bank secara efektif. Selanjutnya, hasil

process before being introduced or implemented.

2. Measurement

Risk measurement system is implemented to measure risk exposures inherent in any single activity of the Bank which is continuously adjusted to the Bank's existing risk appetite in order to take risk mitigation actions and measure the Bank's capital adequacy to cover residual risks. Risk measurement is conducted periodically.

3. Monitoring

Monitoring systems and procedures include, among others, monitoring the extent of risk exposure, internal limit compliance, and stress testing as well as consistency of implementation with the given policies and procedures. The monitoring is supported by a risk management information system as part of the management information system, in accordance with the needs to implement effective risk management.

4. Control

Risk control process applied by the Bank is adjusted to the risk exposure, risk level to be taken, and risk tolerance. Such process is carried out, among others, by following up on material, significant risks, intensifying control (inherent control), and conducting internal audits periodically.

For the implementation of risk management process, risk management information system is continuously developed to give effective support by adjusting to the Bank's characteristics, complexity of business operations, and needs as well as being adaptive to changes, especially of reporting.

Internal Control System

The internal control system is a process of monitoring mechanism established by the Bank on an ongoing basis, designed to provide sufficient assurance to safeguard and optimize revenue, to ensure the availability of accurate reports, to improve compliance with any applicable regulations, to mitigate any effect of financial losses, including fraudulent irregularities (*fraud*) and violations of prudential aspect, as well as to increase organizational effectiveness and to increase cost efficiency. The internal control system is designed to manage and control risk well, not to eliminate the risk. The Bank's internal control system is carried out by the Internal Audit/*Integrated* and Anti-Fraud Division established to identify the probable occurrence of an event that may affect the Bank's operations, to manage risks in order to stay within the risk tolerance and risk appetite according to the size and complexity of its products, and to provide reasonable assurance in the context of achieving the Bank's purposes.

The Bank evaluates the effectiveness of continuous and ongoing implementation of the internal control system in order to monitor and mitigate the Bank's risks effectively. Furthermore, the evaluation result will be the basis for improvement and

evaluasi menjadi dasar untuk tahapan perbaikan dan penyempurnaan sistem ataupun kebijakan pengendalian yang memungkinkan Bank meningkatkan efektivitas kegiatan operasional sekaligus meminimalisir kejadian risiko yang merugikan Bank. Dewan Komisaris, melalui Komite-Komite yang telah dibentuk secara berkala melakukan pengkajian atas lingkungan pengendalian dan melakukan penilaian secara independen, yang dikomunikasikan kepada Direksi untuk ditindaklanjuti. Kebijakan dan prosedur bagi unit-unit bisnis utama dan unit-unit pendukung telah disusun dan disetujui oleh Direksi, serta secara berkala ditinjau dan diperbaharui. Divisi *Compliance, KYC/Integrated and System Procedure* bertanggung jawab mengkaji atas dipatuhinya peraturan perundang-undangan yang terkait. Berbagai penyimpangan dilaporkan kepada manajemen serta Komite Audit. Selain itu, penyebab serta tindakan yang telah dilakukan diinformasikan kepada Direksi dan Dewan Komisaris, termasuk implementasi atas peraturan baru dari regulator.

STRATEGI PENERAPAN MANAJEMEN RISIKO

Strategi manajemen risiko merupakan salah satu cara menuju pencapaian tujuan Bank, meningkatkan nilai Pemegang Saham, Memberikan gambaran kepada pengelola Bank mengenai kemungkinan kerugian Bank di masa datang, meningkatkan metode dan proses pengambilan keputusan yang sistematis yang didasarkan atas ketersediaan informasi, serta menciptakan infrastruktur manajemen risiko yang kokoh dalam rangka meningkatkan daya saing Bank.

Bank merumuskan strategi manajemen risiko sesuai strategi bisnis secara keseluruhan dengan memperhatikan *risk appetite* dan *risk tolerance*. Strategi manajemen risiko disusun untuk memastikan bahwa eksposur risiko Bank berada pada atau di bawah tingkat eksposur risiko yang ditetapkan sesuai dengan kebijakan, prosedur internal Bank, serta peraturan perundangundangan dan ketentuan lain yang berlaku.

Penerapan strategi manajemen risiko dilakukan untuk mendukung pencapaian Rencana Bisnis Bank, diantaranya melalui:

1. Peningkatan pengelolaan risiko Bank yang berkualitas;
2. Penyempurnaan kebijakan manajemen risiko Bank;
3. Penyempurnaan proses identifikasi, pengukuran dan pemantauan risiko (termasuk penyempurnaan *stress testing*);
4. Penyempurnaan koordinasi antar unit pengendalian internal;
5. Peningkatan kualitas proses manajemen risiko;
6. Peningkatan kualitas pelaporan risiko;
7. Peningkatan *risk awareness* di semua lini;
8. Peningkatan *good corporate governance*;
9. Peningkatan kualitas SDM.

Strategi Manajemen Risiko di *review* secara berkala dan dikomunikasikan secara efektif kepada seluruh jenjang organisasi melalui rapat-rapat agar dipahami secara jelas pendekatan yang telah ditetapkan serta mendukung pencapaian Rencana Bisnis Bank.

refinement of the system or the control policy that makes the Bank possible to increase effectiveness of its operational activities while minimizing any risk incident harming the Bank. The Board of Commissioners, through its regularly-established Committees, reviews the control environment and conducts independent assessments, which is then communicated to the Board of Directors for follow-up. Policies and procedures for key business units and supporting units have been developed and approved by the Board of Directors, and periodically reviewed and updated. The Compliance, KYC/Integrated and System Procedure Division is responsible for reviewing the compliance with any related laws and regulations. Various irregularities are reported to management and the Audit Committee. In addition, the causes and actions taken are informed to the Board of Directors and Board of Commissioners including the implementation of new regulation of the Regulator.

RISK MANAGEMENT IMPLEMENTATION STRATEGY

Risk management strategy is a way achieve the Bank's objectives, to enhance Shareholders' value, provide overview to the Bank's managers on any possible future Bank's loss, to improve the systematic decision-making method and processes based on available information, and to create a firm risk management infrastructure in order to increase the Bank's competitiveness.

The Bank formulates a risk management strategy according to overall business strategy with respect to the risk appetite and risk tolerance. The risk management strategy is established to ensure that the Bank's risk exposure is at or below the level of risk exposure established in accordance with the Bank's internal policies and procedures, as well as other prevailing laws and regulations.

Implementation of risk management strategy is conducted to support the achievement of the Bank's Business Plan through, among others, as follows:

1. Quality improvement to the Bank's risk management;
2. The Bank's risk management policy improvement;
3. Improvement on the identification, measurement, and risk monitoring processes (including stress testing improvement);
4. Improvement on coordination among internal controlling units;
5. Risk management process quality improvement;
6. Risk reporting quality improvement;
7. Risk awareness improvement in all lines;
8. Good corporate governance improvement;
9. Human Resources quality improvement.

The Risk Management Strategy is periodically reviewed and effectively communicated to all organizational levels through meetings for clear understanding on any applied approaches as well as to support the Bank's Business Plan achievement.

PROFIL RISIKO DAN PENGELOLAANNYA

1. Risiko Kredit

Risiko kredit didefinisikan sebagai risiko akibat kegagalan pihak lain dalam memenuhi kewajiban kepada Bank, termasuk risiko kredit akibat kegagalan debitur, risiko konsentrasi kredit, *counterparty credit risk*, dan *settlement risk*. Kegagalan dalam mengelola risiko ini dapat berdampak pada posisi keuangan Bank. Oleh karena itu, Bank menerapkan manajemen risiko untuk risiko kredit dengan tujuan untuk memastikan bahwa aktivitas penyediaan dana Bank tidak terekspos pada risiko kredit yang dapat menimbulkan kerugian pada Bank.

Kebijakan Pengelolaan Risiko Konsentrasi Kredit Bank mengelola risiko konsentrasi kredit dengan melakukan diversifikasi portofolio kredit dan penyebaran risiko yang timbul dari berbagai sektor industri atau sektor ekonomi. Terkait hal ini, Bank melakukan:

- Penetapan limit berdasarkan sektor ekonomi berdasarkan analisa makro ekonomi melalui penetapan limit yang dituangkan dalam Rencana Bisnis Bank;
- Analisa risiko konsentrasi kredit dilakukan sesuai profil portofolio yang dikelola Bank dengan mempertimbangkan berbagai dampak perubahan dari indikator ekonomi yang dapat mempengaruhi pemberian kredit pada sektor ekonomi tertentu; dan
- Analisa pergerakan *non performing loan* (NPL) pada tiap sektor bisnis dan industri.

2. Risiko Pasar

Risiko pasar adalah risiko yang timbul akibat perubahan pada posisi neraca dan rekening administratif, termasuk transaksi derivatif, akibat perubahan secara keseluruhan dari kondisi pasar, termasuk risiko perubahan harga option.

Penerapan manajemen risiko pasar diantaranya dilakukan melalui langkah berikut:

- Pengelolaan risiko suku bunga terhadap posisi instrument keuangan dalam *trading book* maupun *Banking book*.
- Membentuk *Assets and Liabilities Committee* (ALCO) dan Komite Investasi yang secara berkala membahas hal-hal terkait pengelolaan risiko pasar, baik pada posisi *trading book* maupun *Banking book*, agar Bank dapat melakukan pemantauan terhadap risiko ini secara rutin dan/atau berkala.
- Menerapkan prinsip *segregation of duties*, yaitu pemisahan fungsi dan tanggung jawab yang terdiri dari *front office*, *middle office*, dan *back office*. Prinsip *segregation of duties* yaitu memisahkan fungsi dan tanggung jawab secara independen atas transaksi perdagangan dari *risk taker* di unit *front office* (Divisi Tresuri), *middle office* (Divisi Risk Management/Integrated) dan *back office* (settlement).
- Menerapkan beberapa metode untuk memitigasi kerugian yang dapat timbul dari risiko pasar, diantaranya melalui penetapan limit berdasarkan jenjang organisasi dan kebijakan mengenai *limit cut loss* sehingga lebih efektif dalam memonitor risiko pasar yang dihadapi Bank.

RISK PROFILE AND RELATED MANAGEMENT

1. Credit Risk

Credit risk is defined as any risk caused by other party's failure to meet its obligation to the Bank, including credit risk by debtor's failure, credit concentration risk, counterparty credit risk, and settlement risk. Failure to manage such risks may impact on the Bank's financial position. Therefore, the Bank implements risk management for credit risk aimed at ensuring that the Bank's credit provision is not exposed to credit risk that may cause losses to the Bank.

Credit Concentration Risk Management Policy The Bank manages the credit concentration risk by diversifying its credit portfolio and spreading any risk arising from various industrial sectors or economic sectors. In this regard, the Bank conducts as follows:

- Determination of limits based on economic sector in accordance with macroeconomic analysis through the determination of limits set forth in the Bank's Business Plan;
- The credit concentration risk analysis is conducted according to the portfolio managed by the Bank by considering the various impacts of changes from various economic indicators that may affect the lending of certain economic sectors; and
- Analysis on the movement of non-performing loans (NPL) in each business and industry sector.

2. Market Risk

Market Risk means any risk arising by any change to the position of balance sheet and administrative account, including derivative transactions by overall changes in market conditions, including the risk of changes in the option price.

Market risk is managed by following these steps:

- Manage the interest rate risk on the position of financial instruments in trading book and banking book.
- Establish the Assets and Liabilities Committee (ALCO) and the Investment Committee to discuss regularly issues related to market risk management, both in trading book and banking book positions. Therefore, the Bank can monitor these risks regularly and/or periodically.
- Implement a principle of segregation of duties, i.e. segregate functions and responsibilities of front office, middle office, and back office. This principle aims to segregate independent functions and responsibilities on trade transactions from the risk taker in front office units (Treasury Division), middle office (Risk Management/Integrated Division), and back office (settlement).
- Apply several methods to mitigate any potential loss arising from market risk, by among other things, defining limits by organizational level and policies on the limit cut loss in order to more effective in monitoring the market risk faced by the Bank.

- e. Melakukan *early warning* dengan mengukur sensitivitas pendapatan bunga bersih atas pergerakan suku bunga. Bank akan terus mengembangkan dan mengkaji ulang limit-limit risiko pasar seiring dengan berkembangnya produk-produk serta aktivitas fungsional Bank yang berpotensi menimbulkan risiko pasar.
- f. Melakukan *stress testing* guna menilai ketahanan Bank dalam menghadapi perubahan suku bunga dan harga pasar yang ekstrim, dengan skenario-skenario internal Bank.

3. Risiko Likuiditas

Risiko likuiditas merupakan risiko yang timbul akibat dari ketidakmampuan Bank dalam memenuhi kewajiban yang telah jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan, tanpa mengganggu aktivitas dan kondisi keuangan Bank.

Dalam praktiknya, manajemen risiko likuiditas dilakukan oleh Divisi Tresuri, sedangkan fungsi dari Divisi Risk Management/Integrated adalah melakukan pemantauan terhadap pelaksanaan manajemen likuiditas yang diterapkan, diantaranya melalui pengukuran yang digunakan oleh Bank dalam mengelola risiko likuiditas, seperti rasio-rasio likuiditas sebagai indikator peringatan dini (*early warning indicator*), melakukan pemantauan secara berkala terhadap stabilitas pendanaan inti (*core deposits*) melalui analisa terhadap volatilitasnya. Di samping itu, Divisi Risk Management/Integrated secara berkala juga melakukan *stress testing* terhadap kondisi likuiditas dengan menggunakan asumsi bank *specific crisis* maupun *general market crisis* untuk mengetahui ketahanan likuiditas Bank.

4. Risiko Operasional

Risiko operasional adalah risiko akibat ketidakcukupan dan/atau tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem, dan/atau adanya kejadiankejadian eksternal yang mempengaruhi operasional Bank.

Penerapan manajemen risiko operasional banyak melibatkan berbagai pihak dalam Bank melalui penerapan pertahanan berlapis (*three lines of defense*) yang berfungsi sebagai berikut:

- a. Unit bisnis dan unit pendukung berperan sebagai *risk owner* atau *risk taker* merupakan *first line of defense*. Unit kerja terdepan ini merupakan unit kerja yang melaksanakan pengelolaan risiko operasional secara harian pada masing-masing unit kerja. Pengelolaan pada *risk owner* ini dilaksanakan dalam rangka meningkatkan kesadaran pada masing-masing unit kerja tentang peran penting pengelolaan risiko operasional pada saat menjalankan aktivitas operasional Bank.
- b. Pengelolaan risiko juga didukung dengan *second line of defense* yang dijalankan oleh Divisi Manajemen Risiko/Terintegrasi sebagai unit kerja yang melakukan fungsi pengawasan atas risiko operasional melalui pemantauan indikator risiko operasional, memberikan masukan kepada *unit first line of defense* dalam pengelolaan risiko yang mereka lakukan, memantau dan menyampaikan masalah risiko operasional kepada Komite Manajemen Risiko, serta memastikan pengelolaan risiko telah sesuai penerapan manajemen risiko operasional.

- e. Give an early warning by analyzing the sensitivity of net interest income on interest rate fluctuation. The Bank will continue to develop and review market risk limits in line with the Bank's growing products and functional activities which may cause the market risk.
- f. Conduct stress testing to assess the Bank's resilience in facing extreme fluctuation of interest rates and market prices, under the Bank's internal scenario.

3. Liquidity Risk

Liquidity risk means any risk arising from the Bank's inability to settle due obligations using cash flow as source of fund and/or high quality liquid assets that can be pledged, without disturbing the Bank's activity and financial condition.

In practice, liquidity risk management is conducted by the Treasury Division, while the Risk Management/Integrated Division serves to monitor the implementation of liquidity management, among others through measurement used by the Bank in managing liquidity risk, such as liquidity ratio as an early warning indicator, conducting periodic monitoring of core funding stability through analysis of its volatility. In addition, the Risk Management/Integrated Division also periodically conducts stress testing on liquidity conditions using bank specific crisis assumption and general market crisis to determine the Bank's liquidity resilience.

4. Operational Risk

Operational Risk means any risk caused by inadequacy and/or malfunction of internal process, human error, systemic failure, and/or external incidents affecting the Bank's operations.

The implementation of operational risk management involves many parties within the Bank through the implementation of three lines of defense functioning as follows.

- a. Business units and support units acting as risk owners or risk takers are the first line of defense. This front line work unit is a unit that operates daily operational risk management in each work unit. The management of risk owner is implemented in order to raise awareness of each work unit about the important role of operational risk management when conducting the Bank's operational activities.
- b. Risk management is also supported by the second line of defense performed by the Risk Management/Integrated Division as a work unit that performs operational risk control functions through monitoring operational risk indicators, providing input to the first line of defense units in their risk management, monitoring and submitting the operational risk issues to the Risk Management Committee, and ensuring that risk management is already in line with the implementation of operational risk management.

- c. Divisi Audit Internal/Integrated and Anti Fraud sebagai *third line of defense* yang akan mengevaluasi kecukupan dan efektivitas penerapan manajemen risiko dan pengendalian internal serta meyakinkan risiko operasional telah dikelola dengan baik.

5. Risiko Hukum

Risiko hukum merupakan risiko akibat tuntutan hukum dan/atau kelemahan aspek yuridis. Tujuan utama manajemen risiko untuk risiko hukum adalah untuk memastikan bahwa proses manajemen risiko dapat meminimalisir kemungkinan dampak negatif dari kelemahan aspek yuridis, ketiadaan dan/atau perubahan peraturan perundang-undangan, dan proses litigasi.

Secara umum, Bank memiliki satuan kerja hukum, yakni Divisi Legal sebagai unit yang mendukung dan memastikan penerapan manajemen risiko hukum secara efektif dengan bertanggung jawab langsung kepada Presiden Direktur. Divisi Legal bertindak sebagai legal advisor yang bertanggung jawab dalam memberikan pendapat hukum sesuai dengan kebutuhan dan permintaan dari unit-unit kerja, berdasarkan ketentuan hukum dan peraturan yang berlaku. Selain memberikan pendapat hukum kepada unit-unit terkait, Divisi Legal juga membantu mempersiapkan dokumen-dokumen yang berkaitan dengan perjanjian antara Bank dan nasabahnya dan memastikan agar dokumen-dokumen tersebut mengikat dengan sempurna. Selain itu, aktivitas dan produk baru yang akan ditawarkan Bank selalu melewati opini oleh Divisi Legal.

6. Risiko Strategik

Risiko strategik adalah risiko akibat ketidaktepatan dalam pengambilan dan/atau pelaksanaan suatu keputusan strategik, serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Ketidakmampuan Bank dalam melakukan penyusunan strategi yang tepat dapat menimbulkan kegagalan bisnis Bank di masa yang akan datang.

Penyusunan strategi Bank dituangkan dalam rencana bisnis Bank melalui serangkaian diskusi yang melibatkan jajaran manajemen. Kebijakan umum atau arahan strategis yang dirumuskan Bank dilakukan dalam perspektif jangka pendek maupun jangka menengah, yang dikaji ulang secara berkala minimal setahun sekali.

7. Risiko Kepatuhan

Risiko kepatuhan adalah risiko akibat Bank tidak mematuhi dan/atau tidak melaksanakan peraturan perundangundangan dan ketentuan yang berlaku.

Penerapan manajemen risiko kepatuhan antara lain dengan:

- Mewujudkan terlaksananya budaya kepatuhan pada seluruh kegiatan usaha Bank di setiap jenjang organisasi, antara lain melalui pelaksanaan sosialisasi dan pelatihan atas ketentuan dan aturan yang berlaku, serta memberikan masukan dan saran kepada unit-unit lain untuk memastikan kepatuhan Bank;
- Menilai dan mengevaluasi kecukupan, dan kesesuaian kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank dengan ketentuan dan peraturan yang berlaku;

- c. The Internal Audit/Integrated and Anti-Fraud Division is the third line of defense that will evaluate the adequacy and effectiveness of risk management and internal control implementation and assure that the operational risk has been managed well.

5. Legal Risk

Legal risk is any risk caused by lawsuits and/or weakness of juridical aspect. The main objective of risk management for legal risk is to ensure that the risk management process minimizes the potential negative impact due to weaknesses of juridical aspect, the absence and/or amendment to laws and regulations, and litigation processes.

In general, the Bank has a legal work unit, which is the Legal Division as a unit that supports and ensures the effective implementation of legal risk management by being directly accountable to the President Director. The Legal Division acts as legal advisor responsible for providing legal opinions in accordance with the needs and demands of the work units, under the prevailing laws and regulations. In addition to providing legal opinions to any related units, the Legal Division also assists in preparing any document related to any agreement between the Bank and its customer and ensures that the documents are fully binding. In addition, new activities and products that the Bank will offer always go through the Legal Division for advice.

6. Strategic Risk

Strategic Risk is any risk caused by incorrectness in making and/or implementing a strategic decision, as well as failure in anticipating changes in the business environment. The Bank's inability to formulate appropriate strategies may result in the failure of the Bank's business in future.

The formulation of the Bank's strategy set forth in the Bank's business plan through a series of discussions involving management ranks. The general policy or strategic direction formulated by the Bank is conducted in short-term and medium-term perspectives, which are reviewed periodically at least once a year.

7. Compliance Risk

Compliance risk is any risk caused by the Bank's failure to comply with and/or enforce the prevailing laws and regulations.

The compliance risk management is implemented through, among others, as follows:

- Achieving the implementation of compliance culture to all of the Bank's business activities at every organizational level, through the implementation of dissemination and training on the prevailing laws and regulations, and providing feedback and advice to other units to ensure the Bank's compliance;
- Assessing and evaluating the adequacy and conformity of the Bank's policies, regulations, systems, and procedures with applicable laws and regulations;

- c. Melakukan *review* dan merekomendasikan pengkinian dan penyempurnaan kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank sebagai akibat dari adanya regulasi baru dikeluarkan oleh regulator;
- d. Pemantauan atas pelaksanaan prinsip kehati-hatian Bank, antara lain dalam bentuk pemenuhan rasio-rasio sesuai ketentuan dalam peraturan yang berlaku;
- e. Pengelolaan risiko kepatuhan, selain dilakukan melalui uji kepatuhan, juga dilakukan melalui pemantauan terhadap pemenuhan komitmen Bank kepada regulator, baik berdasarkan hasil pemeriksaan regulator maupun melalui korespondensi antara Bank dengan regulator.

8. Risiko Reputasi

Risiko reputasi adalah risiko akibat menurunnya tingkat kepercayaan pemangku kepentingan yang bersumber dari persepsi negatif terhadap Bank.

Pengelolaan risiko reputasi dilakukan oleh *Corporate Secretary* bekerja sama dengan Divisi *Marketing Communication*. Pengelolaan risiko reputasi antara lain dilakukan melalui:

- a. Pemantauan terhadap publikasi negatif atau keluhan nasabah yang beredar di media, *monitoring* atas keluhan nasabah yang disampaikan langsung ke Bank dan tindak lanjutnya;
- b. Dalam hal terdapat pemberitaan negatif yang berpotensi menimbulkan risiko reputasi, Bank akan secara proaktif mencari informasi serta melakukan langkah yang diperlukan untuk memperoleh solusi terbaik.

Selain itu, Bank juga membentuk layanan *contact center* yang secara khusus menangani keluhan nasabah melalui layanan telepon 24 jam dan melakukan *monitoring* atas keluhan nasabah serta tindak lanjutnya.

PENILAIAN RISIKO

Berdasarkan posisi Desember 2018, Bank telah melakukan *self assessment* profil risiko dengan kesimpulan bahwa profil risiko Bank berada pada peringkat "2". Profil risiko Bank yang termasuk dalam peringkat ini memiliki karakteristik antara lain:

- 1. Dalam aktivitas bisnis yang dilakukan Bank, kemungkinan kerugian yang dihadapi Bank dari risiko inheren komposit tergolong rendah selama periode waktu tertentu pada masa datang;
- 2. Kualitas penerapan manajemen risiko secara komposit memadai. Dalam hal terdapat kelemahan minor, kelemahan tersebut perlu mendapatkan perhatian manajemen.

PENERAPAN MANAJEMEN RISIKO TERINTEGRASI

Lembaga jasa keuangan merupakan salah satu industri yang memiliki sistem keuangan yang sangat kompleks, dinamis, dan saling terkait antar masing-masing sektor jasa keuangan yang menyebabkan meningkatnya eksposur risiko. Menghadapi kondisi tersebut, penerapan manajemen risiko dilakukan secara terintegrasi dengan memperhatikan seluruh risiko, baik yang berasal dari Entitas Anak dan perusahaan berelasi (*sister company*) yang tergabung dalam suatu Konglomerasi Keuangan Grup Victoria.

- c. Reviewing and/or recommending updates and refinement of the Bank's policies, regulations, systems, and procedures due to changes of new regulations recently issued by the regulators;

- d. Monitoring the implementation of the Bank's prudential principles in the form of, among others, compliance of the ratios in accordance with prevailing regulations;
- e. Compliance risk management, in addition to conducting compliance tests, is also conducted through monitoring on the Bank's commitment to the regulator, either based on regulatory examination results or through correspondence between the Bank and the regulator.

8. Reputation Risk

Reputation risk means any risk caused by the degrading trust of stakeholders caused by negative perception towards the Bank.

The reputation risk is managed by Corporate Secretary in coordination with the Marketing Communication Division. It is done by among others:

- a. Monitoring any negative publicity or customer complaint circulating in the media, monitoring any customer complaint submitted directly to the Bank and related follow-up;
- b. In the event that there is negative reporting that may potentially rise reputation risk, the Bank will seek any information in proactive way and take any necessary measures to obtain the best solution.

In addition, the Bank has also established a contact center service specifically handling customer complaints by phone for 24 hours a day and monitoring the customer complaints as well as related follow-up actions.

RISK ASSESSMENT

Based on the position in December 2018, the Bank conducted a self-assessment of risk profile with the conclusion that the Bank's risk profile was ranked "2". The Bank's risk profile included into this rank has the following characteristics:

- 1. In any business activity conducted by the Bank, the potential loss faced by the Bank from the composite inherent risks is low during certain periods of time in future;
- 2. The quality of composite risk management implementation is adequate. In the event of minor weakness, this weakness needs to gain management attention.

IMPLEMENTATION OF INTEGRATED RISK MANAGEMENT

Financial services institution is one of the industries that has complex and dynamic financial system and interrelated among each financial service leading to the increase in risk exposure. To deal with such condition, the risk management implementation has been carried out in an integrated manner by considering all risks, whether coming from its Subsidiaries or related companies (*sister company*), which are incorporated into the Victoria Group Financial Conglomeration.

Penerapan manajemen risiko terintegrasi disesuaikan dengan Peraturan Otoritas Jasa Keuangan No. 17/POJK.03/2014 dan Surat Edaran Otoritas Jasa Keuangan No. 14/SEOJK.03/2015 tentang Penerapan Manajemen Risiko Terintegrasi bagi Konglomerasi Keuangan. Adapun lembaga jasa keuangan yang tercakup dalam konglomerasi keuangan Grup Victoria per akhir tahun 2018 terdiri dari:

1. PT Bank Victoria International Tbk (Entitas Utama);
2. PT Bank Victoria Syariah (*subsidiary company*);
3. PT Victoria Manajemen Investasi;
4. PT Victoria Sekuritas Indonesia;
5. PT Victoria Insurance Tbk; dan
6. PT Victoria Alife Indonesia.

Penerapan manajemen risiko secara terintegrasi terhadap konglomerasi keuangan Grup Victoria diharapkan dapat menjadi sinergi bisnis yang mendatangkan *mutual benefit* bagi Bank maupun konglomerasi keuangan Grup Victoria secara keseluruhan. Proses manajemen risiko terintegrasi dilakukan dengan tetap memperhatikan karakteristik usaha pada masing-masing lembaga jasa keuangan dalam Grup Victoria. Implementasi proses manajemen risiko terintegrasi antara lain dilakukan melalui proses pendampingan dan penyelarasan praktik manajemen risiko dalam hal tata kelola risiko, struktur organisasi yang memadai dan mencerminkan secara jelas mengenai batas wewenang, tanggung jawab dan fungsi, kebijakan dan prosedur manajemen risiko, pelaporan manajemen risiko, serta peningkatan budaya sadar risiko. Proses pemantauan atas penerapan manajemen risiko dilakukan oleh Satuan Kerja Manajemen Risiko masing-masing Grup Victoria dalam konglomerasi keuangan untuk dilaporkan kepada Divisi Manajemen Risiko/Terintegrasi di Entitas Utama. Proses pemantauan serta evaluasi atas eksposur risiko anggota Grup Victoria dalam konglomerasi keuangan dilaporkan juga melalui Komite Manajemen Risiko Terintegrasi. Pada proses pemantauan dan evaluasi ini, Komite Manajemen Risiko Terintegrasi mengkaji dan memberikan rekomendasi mengenai hal yang berkaitan dengan manajemen risiko dan penerapannya, serta menyampaikan fokus utama atas eksposur risiko anggota Grup Victoria dalam konglomerasi keuangan untuk perbaikan proses manajemen risiko terintegrasi. Penerapan manajemen risiko terintegrasi dilakukan melalui pendekatan berdasarkan risiko dengan prinsip-prinsip:

1. Agregasi Risiko, yaitu penilaian risiko didasarkan pada risiko yang terdapat dalam konglomerasi keuangan Grup Victoria secara menyeluruh dengan memperhatikan dampak yang ditimbulkan terhadap kondisi Grup Victoria;
2. Holistik, yaitu penilaian risiko dilakukan dengan melihat keterkaitan antara satu faktor dengan faktor lainnya sehingga diperoleh kesimpulan yang memberikan gambaran mengenai risiko konglomerasi keuangan secara keseluruhan;
3. Signifikansi/Materialitas dan Proporsionalitas, yaitu penilaian risiko dilakukan dengan memperhatikan signifikansi/materialitas risiko secara proporsional pada konglomerasi keuangan Grup Victoria secara keseluruhan dengan memperhatikan struktur, karakteristik, dan kompleksitas dari konglomerasi keuangan Grup Victoria;
4. Komprehensif dan Terstruktur, yaitu penilaian risiko dilakukan dengan analisis mendalam dengan memperhatikan faktor-faktor penilaian secara luas, lengkap, dan utuh.

The risk management implementation is tailored to Financial Services Authority Regulation No. 17/POJK.03/2014 and Circular Letter of Financial Services Authority No. 14/SEOJK.03/2015 on Implementation of Integrated Risk Management for Financial Conglomeration. There were several financial services institutions included in Victoria Group financial conglomeration by the end of 2018 as follows:

1. PT Bank Victoria International Tbk (Main Entity);
2. PT Bank Victoria Syariah (subsidiary company);
3. PT Victoria Manajemen Investasi;
4. PT Victoria Sekuritas Indonesia;
5. PT Victoria Insurance Tbk; and
6. PT Victoria Alife Indonesia.

The risk management implementation in an integrated way to Victoria Group financial conglomeration is expected to be business synergy bringing in mutual benefits both for the Bank and Victoria Group's Financial Conglomeration in overall. The process of integrated risk management is performed by keep considering the business characteristics in each financial services institution of the Victoria Group. The implementation of integrated risk management process is conducted among others through coaching process and aligning the risk management practice in terms of risk governance, adequate organizational structure, and clearly reflects the limits of authority, responsibilities, and functions, risk management policies and procedures, risk management reporting, and increasing culture of risk awareness. The monitoring process of risk management implementation is carried out by the Risk Management Work Unit of each member of the Victoria Group financial conglomeration to be reported to the Risk Management/Integrated Division at the Main Entity. The monitoring and evaluation process of risk exposure of Victoria Group's members in its financial conglomeration is also reported through the Integrated Risk Management Committee. During the monitoring and evaluation process, the Integrated Risk Management Committee reviews and provides recommendations on matters related to risk management and its implementation, and delivers the main focus of risk exposure of Victoria Group's members in its financial conglomeration to improve the integrated risk management process. The implementation of integrated risk management is carried out through a risk-based approach with the following principles:

1. Risk Aggregation, namely any comprehensive risk assessment based on any risk found in Victoria Group financial conglomeration by considering arising impact on Victoria Group's condition;
2. Holistic, namely any risk assessment carried out by looking at the link between one factor and other factors in order to reach a conclusion with overall picture of risk in the financial conglomeration;
3. Significance/Materiality and Proportionality, namely any risk assessment carried out with due regard to the risk significance/materiality in a proportional way in Victoria Group financial conglomeration comprehensively, by considering the structure, characteristics, and complexity of Victoria Group financial conglomeration;
4. Comprehensive and Structured, namely any risk assessment carried out in an in-depth analysis by considering comprehensive, complete, and intact assessment factors.

Penerapan manajemen risiko terintegrasi dilakukan secara komprehensif dan efektif melalui 4 (empat) pilar, yaitu:

1. Pengawasan Direksi dan Dewan Komisaris Entitas Utama;

Direksi dan Dewan Komisaris Entitas Utama perlu memahami Risiko yang dihadapi setiap LJK dalam Konglomerasi Keuangan, mengembangkan budaya Risiko dan memastikan penerapan Manajemen Risiko pada setiap LJK dalam Konglomerasi Keuangan untuk mendukung penerapan Manajemen Risiko Terintegrasi secara efektif.

2. Kecukupan kebijakan, prosedur, dan penetapan limit manajemen risiko terintegrasi;

Kebijakan Manajemen Risiko Terintegrasi merupakan arahan tertulis dalam menerapkan Manajemen Risiko Terintegrasi yang sejalan dengan visi, misi, dan strategi Manajemen Risiko Terintegrasi dengan memperhatikan tingkat Risiko yang akan diambil (*risk appetite*) dan toleransi Risiko (*risk tolerance*) untuk mendukung efektivitas penerapan Manajemen Risiko Terintegrasi yang tertuang dalam prosedur Manajemen Risiko Terintegrasi dan penetapan limit Risiko Terintegrasi.

3. Kecukupan proses identifikasi, pengukuran, pemantauan, pengendalian risiko secara terintegrasi, dan system informasi manajemen risiko terintegrasi;

Identifikasi Risiko bersifat proaktif, mencakup seluruh faktor-faktor yang mempengaruhi Risiko (*risk factors*) yang bersifat material secara terintegrasi. Dalam pelaksanaannya proses identifikasi, pengukuran, pemantauan, dan pengendalian Risiko didukung Sistem Informasi Manajemen Risiko Terintegrasi dan laporan mengenai kinerja, kondisi keuangan, dan eksposur Risiko dari Konglomerasi Keuangan dan setiap LJK dalam Konglomerasi Keuangan.

4. Sistem pengendalian Risiko terhadap penerapan manajemen risiko terintegrasi.

Sistem Pengendalian Risiko yang handal dan efektif menjadi tanggung jawab setiap LJK dalam Konglomerasi Keuangan, dan sifat dari Sistem Pengendalian Risiko adalah *ex-ante* dan *ex-post*.

Dalam rangka melaksanakan pengendalian Risiko, Entitas Utama memastikan setiap LJK dalam Konglomerasi Keuangan memiliki metode pengendalian Risiko atas Risiko yang dapat membahayakan kelangsungan usaha Konglomerasi Keuangan dengan mengacu pada kebijakan dan prosedur yang telah ditetapkan. Proses pengendalian Risiko harus disesuaikan dengan eksposur Risiko maupun tingkat Risiko yang akan diambil dan toleransi Risiko.

PENILAIAN PROFIL RISIKO TERINTEGRASI

Berdasarkan posisi Desember 2018, Grup Victoria dalam Konglomerasi Keuangan telah melakukan *self assessment* profil risiko terintegrasi dengan kesimpulan bahwa profil risiko terintegrasi berada pada peringkat "2", yang berarti bahwa kemungkinan kerugian yang dihadapi Konglomerasi Keuangan tergolong rendah selama periode waktu tertentu di masa datang.

The implementation of integrated risk management is carried out in a comprehensive and effective way through 4 (four) pillars as follows:

1. Supervision of Main Entity's Board of Directors and Board of Commissioners

The Main Entity's Board of Directors and Board of Commissioners need to understand any Risk faced by every Financial Services Institution in the Financial Conglomeration, to develop Risk culture and to ensure the Risk Management implementation at every Financial Services Institution of the Financial Conglomeration to support the implementation of Integrated Risk Management effectively.

2. Adequacy of policies, procedures, and limit establishment of the integrated risk management

Integrated Risk Management Policy shall be as directives in written to conduct Integrated Risk Management in line with vision, mission, and strategy of Integrated Risk Management by taking into account level of Risk to take (*risk appetite*) and risk tolerance to support effective implementation of Integrated Risk Management as contained in the procedure of Integrated Risk Management and the defined limits of Integrated Risk.

3. Adequacy of process of risk identification, measurement, monitoring, control in an integrated way, and integrated risk management information system

Risk identification is proactive, covering any risk factor materially integrated. For the implementation, identification, measurement, monitoring, and Risk controlling processes, report on performance, financial condition, and Risk control is supported by Integrated Risk Management Information System and report on performance, Risk exposure from Financial Conglomeration and any LJK of Financial Conglomeration.

4. Risk control system against the integrated risk management implementation

Reliable and effective Risk Control System shall be responsibility of every Financial Services Institution (LJK) in Financial Conglomeration, and the Risk Control System shall be *ex-ante* and *ex-post*.

In the context of implementing Risk control, the Main Entity shall ensure that each Financial Services Institution (LJK) in Financial Conglomeration has Risk control method upon any Risks possible to threaten Financial Conglomerate's business continuity by referring to any defined policies and procedures. Risk control process shall be adjusted to Risk exposure and Risk level to take as well as Risk tolerance.

INTEGRATED RISK PROFILE ASSESSMENT

Based on position in December 2018, Victoria Group in the Financial Conglomeration has conducted integrated risk profile assessment with the conclusion that the integrated risk profile is in rank/score "2", namely meaning that possible loss faced by the Financial Conglomeration is considered low during certain periods of time in the future.

EVALUASI PELAKSANAAN SISTEM MANAJEMEN RISIKO

Penerapan sistem manajemen risiko yang diterapkan berguna untuk melakukan analisis terhadap risiko atau kemungkinan adanya risiko yang akan dihadapi untuk jangka waktu sekarang maupun ke depan. Dalam melaksanakan penerapan manajemen risiko, Bank secara berkala melakukan kaji ulang melalui evaluasi kepada unit kerja. Evaluasi dijalankan dengan tujuan agar Bank mampu mengidentifikasi setiap risiko yang berpotensi muncul dan berdampak signifikan. Proses evaluasi dilakukan dengan menggunakan pendekatan berbasis risiko.

Evaluasi atas efektivitas sistem manajemen risiko dilakukan secara internal maupun eksternal. Secara internal, Komite Pemantau Risiko melakukan evaluasi atas kebijakan dan pelaksanaan manajemen risiko Bank, serta memberikan masukan dan rekomendasi kepada Dewan Komisaris dalam rangka melaksanakan fungsi pengawasan. Selain itu, Komite Manajemen Risiko melakukan perbaikan atau penyempurnaan pelaksanaan manajemen risiko berdasarkan hasil evaluasi pelaksanaan Manajemen Risiko. Sedangkan, Divisi Audit Internal/ Integrated and Anti *Fraud* secara rutin melakukan review dan audit terhadap penerapan manajemen risiko Bank berdasarkan prinsip risk based audit dengan tujuan bukan saja sebagai pengendalian intern, namun juga untuk perbaikan penerapan manajemen risiko secara terus menerus. Secara eksternal, evaluasi penerapan manajemen risiko dilakukan oleh auditor eksternal maupun Regulator.

SISTEM PENGENDALIAN INTERNAL

Sistem pengendalian internal yang efektif merupakan salah satu komponen penting dalam manajemen Bank dan menjadi dasar bagi kegiatan operasional Bank yang sehat dan aman. Implementasi pengendalian internal yang baik dan efektif bertujuan untuk menjamin tersedianya pelaporan keuangan dan manajerial yang dapat dipercaya, meningkatkan kepatuhan Bank terhadap peraturan perundang-undangan, serta mengurangi risiko terjadinya kerugian, penyimpangan, dan pelanggaran aspek kehati-hatian.

RUANG LINGKUP PENGENDALIAN INTERNAL

Bank Victoria mengimplementasikan sistem pengendalian internal sesuai Surat Edaran Otoritas Jasa Keuangan No. 35/SEOJK.03/2017 tentang Pedoman Standar Sistem Pengendalian Internal Bagi Bank Umum. Sesuai dengan peraturan tersebut, implementasi pengendalian internal yang handal dan efektif di Bank menjadi tanggung jawab semua pihak yang terlibat dalam organisasi Bank. Pihak-pihak tersebut meliputi:

1. Direksi

Bertanggung jawab dalam menciptakan dan memelihara pengendalian internal yang efektif, serta memastikan bahwa sistem tersebut berjalan secara aman dan andal sesuai dengan tujuan pengendalian internal yang telah ditetapkan oleh Bank. Terkait hal ini, secara khusus, Direktur Kepatuhan dan Manajemen Risiko berperan aktif dalam mencegah adanya penyimpangan yang dilakukan oleh manajemen dalam menetapkan kebijakan berkaitan dengan prinsip kehati-hatian.

EVALUATION OF RISK MANAGEMENT SYSTEM IMPLEMENTATION

Implementation of the risk management system is useful to analyze risks or potential risks faced at present or in the future. In implementing the risk management, the Bank conduct periodic reviews by evaluating working units' performance. The evaluation aims to make the Bank able to identify any potential risks to arise and give significant impacts. The evaluation process is conducted by using a risk-based approach.

Evaluation of the effectiveness of the risk management system is carried out internally and externally. Internally, the Risk Monitoring Committee evaluates the Bank's risk management policy and implementation, as well as provides advice and recommendations to the Board of Commissioners in order to implement the supervisory function. In addition, the Risk Management Committee makes improvements or refinements in the risk management implementation based on the evaluation results of the Risk Management implementation. Meanwhile, the Internal Audit/Integrated and Anti-Fraud Division regularly reviews and audits the Bank's risk management implementation based on risk-based audit principle aiming not only as internal control but also for continuous improvement of risk management implementation. Externally, risk management implementation is evaluated by external auditors and the Regulator.

INTERNAL CONTROL SYSTEM

Effective internal control system is a significant component of the Bank's management and will be basis for the Bank's healthy and safe operational activities. Implementation of effective and good internal control aims to ensure the availability of reliable financial and managerial reporting, to improve the Bank's compliance with the laws and regulations, and to reduce any risk of losses, deviations, and violations of prudential aspects.

SCOPE OF INTERNAL CONTROL

Bank Victoria implements internal control system in accordance with the Circular Letter of Financial Services Authority No. 35/SEOJK.03/2017 on Guidelines for Standards of Internal Control System for Commercial Banks. In accordance with the regulation, implementation of reliable and effective internal controls in the Bank must be the responsibility of all parties involved in the Bank's organization. The parties include as follows:

1. Board of Directors

In charge of creating and maintaining effective internal controls, as well as ensuring that the system runs safely and reliably in accordance with the internal control objectives as specified by the Bank. In this case, Compliance and Risk Management Director specifically plays an active role in preventing any irregularities committed by the management in establishing any policy related to prudential principles.

2. Dewan Komisaris

Bertanggung jawab dalam melakukan pengawasan terhadap pelaksanaan pengendalian internal secara umum, termasuk kebijakan Direksi yang menetapkan pengendalian internal tersebut.

3. Audit Internal/Integrated and Anti Fraud

Bertanggung jawab dalam mengevaluasi dan berperan aktif dalam meningkatkan efektivitas pengendalian internal secara berkesinambungan, berkaitan dengan pelaksanaan operasional Bank yang berpotensi menimbulkan kerugian dalam pencapaian sasaran yang telah ditetapkan oleh manajemen. Terkait hal ini, Bank senantiasa memastikan agar jalur pelaporan telah memadai dan auditor internal telah memiliki keahlian, khususnya terkait praktik dan penerapan penilaian risiko.

4. Pejabat Eksekutif dan Karyawan

Bertanggung jawab dalam memahami dan melaksanakan pengendalian internal yang telah ditetapkan oleh manajemen Bank. Melalui pengendalian internal yang efektif, tanggung jawab Pejabat Eksekutif dan karyawan Bank akan meningkat, mendorong budaya risiko (*risk culture*) yang memadai, serta mempercepat proses identifikasi terhadap praktik perbankan yang tidak sehat dan terhadap organisasi melalui sistem deteksi dini yang efisien.

5. Pihak Eksternal

Antara lain meliputi Otoritas Jasa Keuangan, auditor eksternal, dan nasabah Bank yang berkepentingan terhadap terlaksananya pengendalian internal yang andal dan efektif.

Secara khusus, Direksi dan Dewan Komisaris berperan dalam menjaga komitmen, perilaku, kepedulian, serta langkah yang tepat dalam mengimplementasikan pengendalian internal dalam seluruh kegiatan operasional Bank. Oleh karena itu, Direksi dan Dewan Komisaris telah menetapkan unsur-unsur lingkungan pengendalian yang meliputi:

1. Struktur organisasi yang memadai;
2. Gaya kepemimpinan dan filosofi manajemen Bank;
3. Integritas dan nilai-nilai etika, serta kompetensi seluruh karyawan;
4. Kebijakan dan prosedur *human capital* Bank;
5. Atensi dan arahan manajemen Bank dan Komite lainnya, seperti Komite Pemantau Risiko; serta
6. Faktor-faktor ekstern yang mempengaruhi operasional Bank dan penerapan manajemen risiko.

Dalam menetapkan unsur-unsur lingkungan pengendalian dan mengimplementasikan pengendalian internal yang efektif, Bank mempertimbangkan beberapa faktor, antara lain:

1. Total aset;
2. Jenis produk dan aktivitas yang ditawarkan, termasuk produk dan aktivitas baru;
3. Kompleksitas operasional, termasuk jaringan kantor;
4. Profil risiko dari setiap kegiatan usaha;
5. Metode yang digunakan untuk pengolahan data dan teknologi informasi, serta metodologi yang diterapkan untuk pengukuran, pemantauan, dan pembatasan (limit) risiko; dan
6. Ketentuan dan peraturan perundang-undangan.

2. Board of Commissioners

In charge of supervising the implementation of internal control in general, including the Board of Directors' policies in establishing such internal control.

3. Internal Audit/Integrated and Anti-Fraud

In charge of evaluating and playing active role in improving the effectiveness of internal control on an ongoing basis, in relation to the implementation of the Bank's operations that may potentially incur losses in achieving the targets as specified by the management. In this regard, the Bank always makes sure that the reporting channels are adequate and that internal auditors have expertise, particularly regarding practice and application of risk assessments.

4. Executive Officers and Employees

In charge of understanding and implementing internal controls established by the Bank's management. By effective internal control, responsibilities of the Executive Officers and Bank employees will improve and promote an adequate risk culture, as well as accelerate the process of identifying unhealthy banking practices and organization through an efficient early-detection system.

5. External Parties

They include, among others, the Financial Services Authority, external auditors, and Bank customers with interests in the implementation of reliable and effective internal controls.

Particular, the Board of Directors and the Board of Commissioners are in charge of maintaining appropriate commitments, behaviors, concerns, and measures in implementing internal controls in the Bank's operational activities. Thus, the Board of Directors and the Board of Commissioners have established elements of controlling environment including as follows:

1. Sufficient organizational structure;
2. Bank's leadership style and management philosophy;
3. Integrity and ethical values, as well as the competence of all employees;
4. The Bank's human capital policies and procedures;
5. Attention and direction of the Bank's management and other Committees, such as Risk Monitoring Committee; and
6. External factors affecting the Bank's operations and the risk management implementation.

In determining the elements of the control environment and implementing effective internal controls, the Bank considers several factors, including as follows:

1. Total assets;
2. Types of products and activities offered, including new products and activities;
3. Operational complexity, including office network;
4. Risk profile of each business activity;
5. Any method used for data processing and information technology, as well as any method applied to measure, to monitor, and to limit any risk; and
6. The Bank's regulations and applicable laws and regulations.

KOMPONEN PENGENDALIAN INTERNAL

Pengendalian internal Bank terdiri dari 5 (lima) komponen yang saling berkaitan yang diuraikan sebagai berikut:

Pengawasan Oleh Manajemen dan Budaya Pengendalian

Direksi dan Dewan Komisaris Bank meyakini bahwa kinerja yang baik dan peningkatan nilai perusahaan hanya dapat dicapai melalui penerapan tata kelola perusahaan secara baik dan benar. Hal ini antara lain diimplementasikan melalui pelaksanaan tanggung jawab oleh Direksi dan Dewan Komisaris dalam pengendalian internal yang diuraikan sebagai berikut:

1. Direksi
Memiliki tanggung jawab untuk:
 - a. Melaksanakan kebijakan dan strategi yang telah disetujui oleh Dewan Komisaris;
 - b. Mengembangkan prosedur untuk mengidentifikasi, mengukur, memantau, dan mengendalikan Risiko yang dihadapi Bank;
 - c. Memelihara suatu struktur organisasi yang mencerminkan kewenangan, tanggung jawab, dan hubungan pelaporan yang jelas;
 - d. Memastikan bahwa pendelegasian wewenang berjalan secara efektif yang didukung oleh penerapan akuntabilitas yang konsisten;
 - e. Menetapkan kebijakan dan strategi, serta prosedur pengendalian intern; dan
 - f. Memantau kecukupan dan efektivitas dari SPI.
2. Dewan Komisaris
Memiliki tanggung jawab untuk:
 - a. Mengesahkan dan mengkaji ulang secara berkala terhadap kebijakan dan strategi usaha Bank secara keseluruhan;
 - b. Memahami risiko utama yang dihadapi Bank, menetapkan tingkat toleransi risiko, dan memastikan bahwa Direksi telah melakukan langkah-langkah yang diperlukan untuk mengidentifikasi, mengukur, memantau, dan mengendalikan risiko tersebut;
 - c. Mengesahkan struktur organisasi; dan
 - d. Memastikan bahwa Direksi telah memantau efektivitas pelaksanaan SPI.

Dalam melaksanakan tanggung jawab tersebut, Direksi dan Dewan Komisaris mengemban tanggung jawab dalam meningkatkan etika kerja dan integritas yang tinggi dalam menciptakan budaya organisasi yang menekankan kepada seluruh karyawan mengenai pentingnya pengendalian internal yang berlaku di Bank. Hal ini antara lain dilakukan melalui penerapan:

1. Direksi dan Dewan Komisaris, sebagai panutan seluruh karyawan, memiliki komitmen pribadi yang tinggi terhadap pengembangan Bank yang sehat;
2. Direksi dan Dewan Komisaris mengelola human capital, termasuk dalam proses penempatan pegawai yang sesuai dengan keterampilan, pengetahuan, dan perilaku; dan
3. Direksi dan Dewan Komisaris meningkatkan kesadaran bagi seluruh karyawan Bank mengenai pentingnya efektivitas pelaksanaan tugas serta tanggung jawab masing-masing, dan selanjutnya karyawan mengomunikasikan kepada pihak manajemen yang terkait mengenai setiap permasalahan yang terjadi dalam kegiatan operasional Bank.

INTERNAL CONTROL SYSTEM COMPONENTS

The Bank's internal control consists of 5 (five) inter-related components as described below:

Management Supervision and Control Culture

Board of Directors and Board of Commissioners believe that good performance and corporate value improvement can only be achieved by implementation of good and proper corporate governance. This is implemented by, among others, execution of responsibilities by the Board of Directors and the Board of Commissioners in internal control as described below:

1. Board of Directors
Its responsibilities are as follows:
 - a. To implement any policy and strategy as approved by the Board of Commissioners;
 - b. To develop any procedure for identifying, measuring, monitoring, and controlling any Risk faced by the Bank;
 - c. To maintain an organizational structure reflecting clear authority, responsibility, and reporting relationships;
 - d. To ensure that effective power delegation is supported by implementation of consistent accountability;
 - e. To define any policy and strategy, as well as internal control procedure; and
 - f. To monitor adequacy and effectiveness of the SPI.
2. Board of Commissioners
Its responsibilities are as follows:
 - a. To validate and to review the Bank's overall business policies and strategies regularly;
 - b. To understand any main risk faced by the Bank, define level of risk tolerance, and ensure that the Board of Directors has taken any necessary measures to identify, measure, monitor, and control those risks;
 - c. To approve organizational structure; and
 - d. To ensure that the Board of Directors monitored the effectiveness of SPI implementation.

In carrying out these responsibilities, the Board of Directors and the Board of Commissioners take the responsibility to improve work ethics and high integrity in creating an organizational culture that emphasizes all employees on the importance of internal control applicable to the Bank. They are done by, among others, the implementation of:

1. The Board of Directors and the Board of Commissioners, as role models of all employees, have high personal commitment to the development of a sound Bank;
2. The Board of Directors and the Board of Commissioners manage human capital, including the process of employee placement in accordance with their skills, knowledge, and behavior; and
3. The Board of Directors and the Board of Commissioners raise awareness for all of the Bank's employees on the importance of the effectiveness of their respective duties and responsibilities, and the employees communicate to the relevant management regarding any problems occurring in the Bank's operational activities.

Guna mendukung efisiensi penerapan budaya pengendalian, maka seluruh kebijakan, standar, dan prosedur operasional didokumentasikan secara tertulis dan tersedia bagi setiap karyawan yang terkait. Selain itu, dalam rangka memperkuat nilai-nilai etika, Bank mengelola dan menghindari kebijakan dan praktik yang dapat mengakibatkan dorongan atau menciptakan peluang untuk melakukan penyimpangan atau pelanggaran.

Identifikasi dan Penilaian Risiko

Penilaian risiko merupakan serangkaian tindakan yang dilaksanakan oleh Direksi dalam mengidentifikasi, menganalisis, dan menilai risiko yang dihadapi Bank dalam mencapai target yang ditetapkan. Dalam hal ini, Bank Victoria melakukan pemantauan secara kontinu dengan mengidentifikasi semua jenis risiko yang dihadapi oleh Bank, baik risiko individual maupun secara keseluruhan, serta menetapkan limit dan teknik pengendalian risiko tersebut dengan dibantu oleh auditor internal sehingga cakupan audit dapat dilakukan lebih luas. Dalam hal terdapat risiko yang belum dikendalikan, maka Bank akan mengkaji ulang pengendalian internal secara tepat.

Adapun risiko yang dapat timbul atau berubah sesuai dengan kondisi Bank, antara lain terkait:

1. Perubahan kegiatan operasional Bank;
2. Perubahan susunan personalia;
3. Perubahan sistem informasi;
4. Pertumbuhan yang cepat pada kegiatan usaha tertentu;
5. Perkembangan teknologi;
6. Pengembangan jasa, produk atau aktivitas baru;
7. Terjadinya penggabungan usaha, peleburan usaha, pengambilalihan, dan restrukturisasi Bank;
8. Perubahan dalam sistem akuntansi;
9. Ekspansi usaha;
10. Perubahan hukum dan peraturan; dan
11. Perubahan perilaku serta ekspektasi nasabah.

Kegiatan Pengendalian Internal dan Pemisahan Fungsi

Kegiatan pengendalian internal yang melibatkan seluruh pihak internal akan berjalan efektif apabila direncanakan dan dimonitoring penerapannya. Kegiatan pengendalian ini meliputi kebijakan, prosedur, dan praktik yang memberikan keyakinan kepada pejabat dan karyawan Bank bahwa arahan Direksi dan Dewan Komisaris Bank telah dilaksanakan secara efektif. Kegiatan tersebut telah diterapkan oleh Bank Victoria pada semua tingkatan fungsional sesuai dengan struktur organisasi Bank dan dijelaskan sebagai berikut:

1. **Kaji Ulang Manajemen**
Kegiatan pengendalian internal melalui Direksi, selaku *top level management*, dilakukan dengan secara berkala mengadakan rapat dengan Dewan Komisaris dan Audit Internal/Integrated and Anti *Fraud*. Rapat tersebut diantaranya membahas mengenai Laporan Hasil Pemeriksaan Audit yang dilakukan oleh auditor internal sehingga memungkinkan bagi Direksi untuk melakukan kaji ulang atas hasil pemeriksaan audit rutin maupun khusus.
2. **Kaji Ulang Kinerja Operasional**
Sebagai bentuk kaji ulang atas kinerja operasional Bank, maka Audit Internal/Integrated and Anti *Fraud* secara rutin mengadakan pertemuan/rapat dengan Komite-Komite di

In order to support the efficiency of implementing controlled culture, all policies, standards, and operational procedures are documented in writing and made available to each related employee. In addition, in order to strengthen ethical values, the Bank manages and avoids policies and practices that may lead to endorsement or create opportunities for any irregularities or offenses.

Risk Identification and Measurement

Risk assessment is a series of actions performed by the Board of Directors in identifying, analyzing, and assessing the risks faced by the Bank in achieving the targets specified. In this case, Bank Victoria conducts continuous monitoring by identifying all types of risks faced by the Bank, both individual and aggregate risks, and establishing such risk limits and control techniques assisted by the internal auditor for wider audit coverage. In the event of any risks that have not been controlled, the Bank will review the internal control appropriately.

The risks that may arise or change in accordance with the conditions of the Bank, among others:

1. Change of the Bank's operations;
2. Change of personnel structure;
3. Change of information system;
4. Rapid growth in certain business activities;
5. Technological development;
6. Development of new services, products, or activities;
7. Business merger, amalgamation, acquisition, and restructuring of the Bank;
8. Change in the accounting system;
9. Business expansion;
10. Change to laws and regulations; and
11. Change in customer's behavior and expectation.

Activities of Internal Control and Separation of Functions

Internal control activities involving all internal parties will be effective if the implementation is planned and monitored. These control activities include policies, procedures, and practices that provide assurance to the Bank's officials and employees that direction from the Bank's Board of Directors and Board of Commissioners has been effectively implemented. These activities have been implemented by Bank Victoria at all functional levels in accordance with the Bank's organizational structure and described as follows.

1. **Management Review**
Internal control activities by the Board of Directors as top level management are conducted by regular meeting with the Board of Commissioners and Internal Audit/Integrated and Anti-Fraud. Such meetings discussed Audit Result Report conducted by the internal auditor to enable the Board of Directors review the results of routine and special audit examinations.
2. **Operational Performance Review**
As a review of the Bank's operational performance, the Internal/Integrated and Anti-Fraud Audit Committee regularly holds meetings with the Committees under the

bawah Direksi, seperti ALCO, Komite Manajemen Risiko/ Terintegrasi, serta Komite Pemantauan dan Pelaksanaan GCG, guna memastikan pengendalian internal telah berjalan pada level operasional Bank.

3. Pengendalian Sistem Informasi

Bank menerapkan pengendalian internal atas sistem informasi dan teknologi dengan melaksanakan verifikasi terhadap akurasi dan kelengkapan dari transaksi, serta melaksanakan prosedur otorisasi sesuai dengan ketentuan internal Bank. Hal tersebut dilakukan melalui kegiatan audit rutin pada Divisi Information Technology serta Divisi Business Analytic and MIS.

4. Pengendalian Aset Fisik

Pengendalian atas aset fisik dilaksanakan untuk menjamin terselenggaranya pengamanan fisik terhadap aset yang dimiliki oleh Bank. Terkait hal ini, Bank secara periodic mengadakan audit tahunan kepada Divisi Human Capital Management and General Affair.

5. Dokumentasi

Dokumentasi atas kegiatan pengendalian internal dilakukan melalui formalisasi dan pendokumentasian seluruh kebijakan, prosedur, sistem dan standar akuntansi, serta proses audit dengan memadai. Beberapa bentuk dokumentasi tersebut diantaranya penerbitan Surat Keputusan Direksi No. 015/SK-DIR/07/14 tanggal 14 Juli 2014 tentang Kebijakan dan Prosedur *Corporate Affair*, serta Surat Edaran Direksi No. 005/SE-DIR/11/15 tanggal 27 November 2015 tentang Sistem File Kredit. Bank Victoria juga melakukan pembaruan secara berkala terhadap kebijakan maupun SOP yang berlaku saat ini sehingga dapat mengakomodir dan menggambarkan kebutuhan Bank secara aktual. Pembaruan terkait kebijakan maupun SOP selalu diinformasikan kepada pejabat dan seluruh pegawai Bank.

Dalam melaksanakan kegiatan pengendalian internal, Bank Victoria menerapkan prinsip pemisahan fungsi yang diharapkan dapat mencapai sistem pengendalian internal yang efektif, serta bertujuan agar setiap orang dalam jabatannya tidak memiliki peluang untuk melakukan kesalahan atau penyimpangan dalam pelaksanaan tugas di setiap level organisasi. Penerapan pemisahan fungsi tersebut salah satunya terwujud dalam Surat Keputusan Direksi No. 004/SKDIR/07/13 tanggal 11 Juli 2013 tentang Pendelegasian Wewenang Pengeluaran Biaya PT Bank Victoria International Tbk.

Sistem Akuntansi, Informasi, dan Komunikasi

Sistem akuntansi, informasi, dan komunikasi yang optimal dilakukan agar Bank dapat mengidentifikasi masalah yang mungkin timbul dan sebagai sarana tukar menukar informasi dalam melaksanakan tugas sesuai dengan tanggung jawab masing-masing. Sistem akuntansi Bank terdiri dari metode dan catatan dalam rangka mengidentifikasi, mengelompokkan, menganalisis, mengklasifikasi, mencatat/membukukan, dan melaporkan transaksi yang terjadi pada Bank, sesuai dengan standar akuntansi yang berlaku di Indonesia. Sistem informasi Bank dikelola secara tepat dan dimutakhirkan secara berkala agar dapat menghasilkan laporan yang akurat dan tepat waktu mengenai kegiatan usaha, kondisi keuangan, penerapan manajemen risiko, dan pemenuhan ketentuan

Board of Directors, such as ALCO, Risk Management/ Integrated Committee, and GCG Monitoring and Implementation Committee, to ensure internal control has been running at the Bank's operational level.

3. Information System Control

The Bank implements internal control over information and technology system by verifying transactional accuracy and completeness, as well as running the authorization procedures in accordance with the Bank's internal regulations. This is done through routine audit activities in Information Technology Division as well as Business Analytic and MIS Division.

4. Physical Asset Control

Physical asset control is performed to ensure physical security of the Bank's assets. In this case, the Bank periodically conducts annual audits to Human Capital Management and General Affair Division.

5. Documentation

Documentation of internal control activities is done by formalization and documentation of all accounting policies, procedures, systems, and standards, as well as audit process sufficiently. Some forms of documentation include the issuance of the Board of Directors' Decision No. 015/SK-DIR/07/14 dated July 14, 2014 on Corporate Affairs Policy and Procedures, and the Board of Directors' Circular Letter No. 005/SE-DIR/11/15 dated November 27, 2015 on File Credit System. Bank Victoria also regularly updates any existing policies and SOP to accommodate and to reflect the Bank's actual needs. Any update to existing policies and SOP is always informed to all Bank's officials and employees.

In implementing the internal control activities, Bank Victoria applies the principle of separation of functions that is expected to achieve an effective internal control system, and aims to make everyone in their position to not have the opportunity to make mistakes or deviations in executing their duties at every organizational level. The implementation of the separation of functions is manifested in the Board of Directors' Decision No. 004/SKDIR/07/13 dated July 11, 2013 on the Delegation of Expenditure Authority of PT Bank Victoria International Tbk.

Accounting, Information, and Communication Systems

An optimal accounting, information, and communication system is established to enable the Bank to identify problems that may arise and as a means of exchanging information in carrying out its tasks in accordance with its respective responsibilities. The Bank's accounting system consists of methods and records to identify, classify, analyze, classify, record, and report transactions with the the Bank, in accordance with the applicable accounting standards in Indonesia. The Bank's information system is properly managed and updated periodically in order to produce accurate and timely reports on business activities, financial conditions, risk management implementation, and compliance with rules that support the implementation of duties of the Bank's Board of

yang mendukung pelaksanaan tugas Dewan Komisaris dan Direksi Bank. Pengelolaan sistem informasi termasuk pada pengorganisasian rencana pemulihan darurat (*contingency recovery plan*) dan sistem rekam cadang (*back up*) untuk mencegah kegagalan usaha yang beresiko tinggi. Sedangkan, sistem komunikasi dikelola agar mampu memberikan informasi secara tepat waktu kepada seluruh pihak, baik internal maupun eksternal, seperti Otoritas Jasa Keuangan, auditor eksternal, Pemegang Saham, dan nasabah Bank.

Kegiatan Pemantauan dan Tindakan Koreksi Penyimpangan

Pengendalian internal yang efektif memerlukan tindakan pemantauan dan koreksi penyimpangan terhadap efektivitas seluruh pelaksanaan pengendalian internal. Terkait hal ini, Bank melakukan pemantauan terhadap risiko utama yang diprioritaskan, termasuk evaluasi secara berkala, baik oleh masing-masing Unit Kerja operasional sebagai *risk taking unit* maupun oleh Audit Internal/*Integrated* and Anti *Fraud*. Dalam upaya memantau dan melakukan tindakan koreksi penyimpangan, auditor internal telah melakukan kegiatan pemeriksaan operasional dan keuangan di kantor-kantor Bank, meliputi perkreditan, dana pihak ketiga (DPK), penerapan APU dan PPT, penerapan *know your customer* (KYC), *teller* dan uang tunai, *security*, *service excellence*, laporan keuangan, gedung dan inventaris, serta lain-lain. Terhadap setiap kelemahan dalam pengendalian internal, baik yang diidentifikasi oleh *risk taking unit*, auditor internal, ataupun pihak lainnya, akan segera dilaporkan kepada pejabat dan/atau Direksi yang berwenang untuk diperhatikan dan dilakukan tindakan koreksi.

KESESUAIAN DENGAN COSO

Implementasi pengendalian Internal yang dilakukan oleh Bank Victoria telah sesuai dengan *Internal Control Integrated Framework* yang dikembangkan oleh *The Committee of Sponsoring Organization of the Treadway Commission* (COSO) di tahun 2013. Kesesuaian pengendalian internal Bank Victoria dengan kerangka pengendalian internal menurut COSO khususnya terkait aspek utama berikut:

1. Tujuan pengendalian internal, yakni meliputi:
 - a. Tujuan operasional, berkaitan dengan efektivitas efisiensi operasi yang dimaksudkan untuk meningkatkan efektivitas dan efisiensi terhadap penggunaan aset dan sumber daya lainnya dalam rangka melindungi Bank dari risiko kerugian.
 - b. Tujuan pelaporan, berkaitan dengan kepentingan pelaporan keuangan yang memenuhi kriteria andal, tepat waktu, transparan dan persyaratan lain yang ditetapkan oleh regulator maupun Bank.
 - c. Tujuan kepatuhan, berkaitan dengan kepatuhan Bank terhadap hukum dan peraturan perundang-undangan yang berlaku.
2. Unsur-unsur pengendalian internal, meliputi komponen-komponen:
 - a. Lingkungan pengendalian, merupakan cerminan dari keseluruhan komitmen, perilaku, kepedulian, dan langkah-langkah Dewan Komisaris dan Direksi Bank dalam melaksanakan kegiatan pengendalian operasional Bank.

Commissioners and Board of Directors. The management of information system includes organizing contingency recovery plans and back up systems to prevent high risk business failures. Meanwhile, the communication system is managed to provide timely information to all parties, both internal and external, such as the Financial Services Authority, external auditors, Shareholders, and customers of the Bank.

Monitoring Activities and Corrective Actions

Effective internal control requires monitoring and corrective actions against any deviation to the effectiveness of any internal control implementation. In this regard, the Bank monitors primary risks, including periodic evaluations, either by each Operating Unit as risk taking unit or by Internal Audit/*Integrated* and Anti-Fraud. In order to monitor and to conduct corrective actions, the internal auditor conducted operational and financial auditing activities in the Bank's offices, including credit, third-party funds (DPK), APU and PPT implementation, know your customer (KYC) implementation, teller and cash, security, service excellence, financial statements, building and inventory, and others. Any weakness in internal control, whether identified by risk taking units, internal auditors, or other parties, must be immediately reported to the authorized officers and/or Directors for their attention and corrective actions.

CONFORMITY WITH COSO

The implementation of Internal Controls conducted by Bank Victoria has been in line with the Internal Control Integrated Framework developed by The Committee of Sponsoring Organizations of the Treadway Commission (COSO) in 2013. The conformity of Bank Victoria's internal controls with COSO's internal control framework is particularly related to the following key aspects:

1. The purpose of internal control, namely as follows:
 - a. Operational purpose related to the effectiveness of operation efficiencies aimed to increase the effectiveness and efficiency of the use of assets and other resources in order to protect the Bank from the risk of loss.
 - b. Reporting purpose related to financial reporting interests satisfying criteria of reliable, timely, transparent, and other requirements as stipulated by the regulator and Bank.
 - c. Compliance purpose related to the Bank's compliance with the prevailing laws and regulations.
2. Internal control elements, including the following components:
 - a. Controlling environment, namely a reflection of the Bank's overall commitments, behaviors, concerns, and measures of the Bank's Board of Commissioners and Board of Directors in the Bank's operational control activities.

- b. Penilaian risiko, merupakan suatu serangkaian tindakan yang dilaksanakan oleh Direksi dalam rangka identifikasi, analisis dan menilai risiko yang dihadapi Bank dalam rangka pencapaian target yang ditetapkan.
- c. Kegiatan pengendalian, meliputi penetapan kebijakan, prosedur dan praktik pengendalian, serta proses verifikasi lebih dini untuk memastikan bahwa kebijakan dan prosedur tersebut secara konsisten dipatuhi, serta merupakan kegiatan yang tidak terpisahkan dari setiap fungsi atau kegiatan Bank sehari-hari.
- d. Ketersediaan informasi internal dan saluran komunikasi yang efektif yang diperlukan dalam pengambilan keputusan yang tepat dan dapat dipertanggungjawabkan, serta agar seluruh pejabat dan pegawai Bank sepenuhnya memahami dan mematuhi kebijakan dan prosedur yang berlaku dalam melaksanakan tugas dan tanggung jawabnya.
- e. Kegiatan pemantauan, merupakan proses penilaian/ evaluasi atas aktivitas pemantauan efektifitas rancangan dan operasi struktur pengendalian internal dan kinerja manajemen dengan memastikan bahwa pelaksanaannya telah diperbaiki sesuai dengan keadaannya.

EVALUASI EFEKTIFITAS SISTEM PENGENDALIAN INTERNAL

Bank Victoria senantiasa melakukan evaluasi terhadap efektivitas sistem pengendalian internal, khususnya melalui *Audit Internal/Integrated and Anti Fraud*. Hasil evaluasi dikomunikasikan dengan Direksi dan dilaporkan kepada Dewan Komisaris melalui Komite Audit agar diperoleh usulan perbaikan guna mencapai peningkatan yang berkelanjutan dari proses lini bisnis yang ada.

Pada tahun 2018, guna meningkatkan efektivitas sistem pengendalian internal, Bank telah melaksanakan langkah-langkah tindak lanjut yang dilakukan untuk meminimalkan risiko.

FUNGSI KEPATUHAN

Kompleksitas kegiatan usaha Bank semakin meningkat sejalan dengan perkembangan teknologi informasi, globalisasi, dan integrasi pasar keuangan. Hal ini memberikan dampak yang sangat besar terhadap eksposur risiko yang dihadapi oleh Bank sehingga diperlukan penegakan prinsip kehati-hatian serta upaya untuk memitigasi risiko kegiatan usaha Bank, baik yang bersifat preventif (*ex-ante*) maupun kuratif (*ex-post*). Upaya yang bersifat *ex-ante* dapat ditempuh dengan mematuhi berbagai kaidah perbankan yang berlaku untuk mengurangi atau memperkecil risiko kegiatan usaha Bank.

Bank melalui jajaran Dewan Komisaris, Direksi dan seluruh karyawan berkomitmen untuk melaksanakan prinsip-prinsip tata kelola perusahaan (*Good Corporate Governance*) yang baik dan prinsip kehati-hatian dalam kegiatan bisnis sehari-hari sesuai dengan nilai-nilai pokok yang tertuang dalam GCG. Hal ini dilaksanakan dalam rangka melindungi pemangku kepentingan, meningkatkan Kepatuhan terhadap peraturan yang berlaku serta nilai-nilai yang berlaku di dunia perbankan. Bank melakukan penilaian terhadap 11 (sebelas) aspek yang diantaranya terdapat salah satu aspek yaitu Fungsi Kepatuhan.

- b. Risk assessment, namely a series of actions performed by the Board of Directors to identify, analyze, and assess any risk faced by the Bank in achieving any defined target.
- c. Controlling activities, namely any activity including the establishment of policies, procedures, and control practices, and early verification process to ensure that such policies and procedures are consistently adhered to and constituted as an integral part of the Bank's daily functions or activities.
- d. Availability of internal information and effective communication channels required for appropriate and accountable decision making, and to make the Bank's officers and employees fully understand and comply with the applicable policies and procedures in implementing their duties and responsibilities.
- e. Monitoring activity, namely a process of assessment/ evaluation of the monitoring activities of the effectiveness of the design and operation of the internal control structure and management performance by ensuring that its implementation has been improved according to related condition.

EVALUATION ON THE INTERNAL CONTROL SYSTEM EFFECTIVENESS

Bank Victoria constantly evaluates its internal control system effectiveness, especially through Internal Audit/Integrated and Anti-Fraud. Evaluation results are communicated to the Board of Directors and reported to the Board of Commissioners through the Audit Committee in order to obtain continuous improvement of the existing business line process.

In 2018, in order to improve the internal control system effectiveness, the Bank implemented follow-up measures to minimize risks.

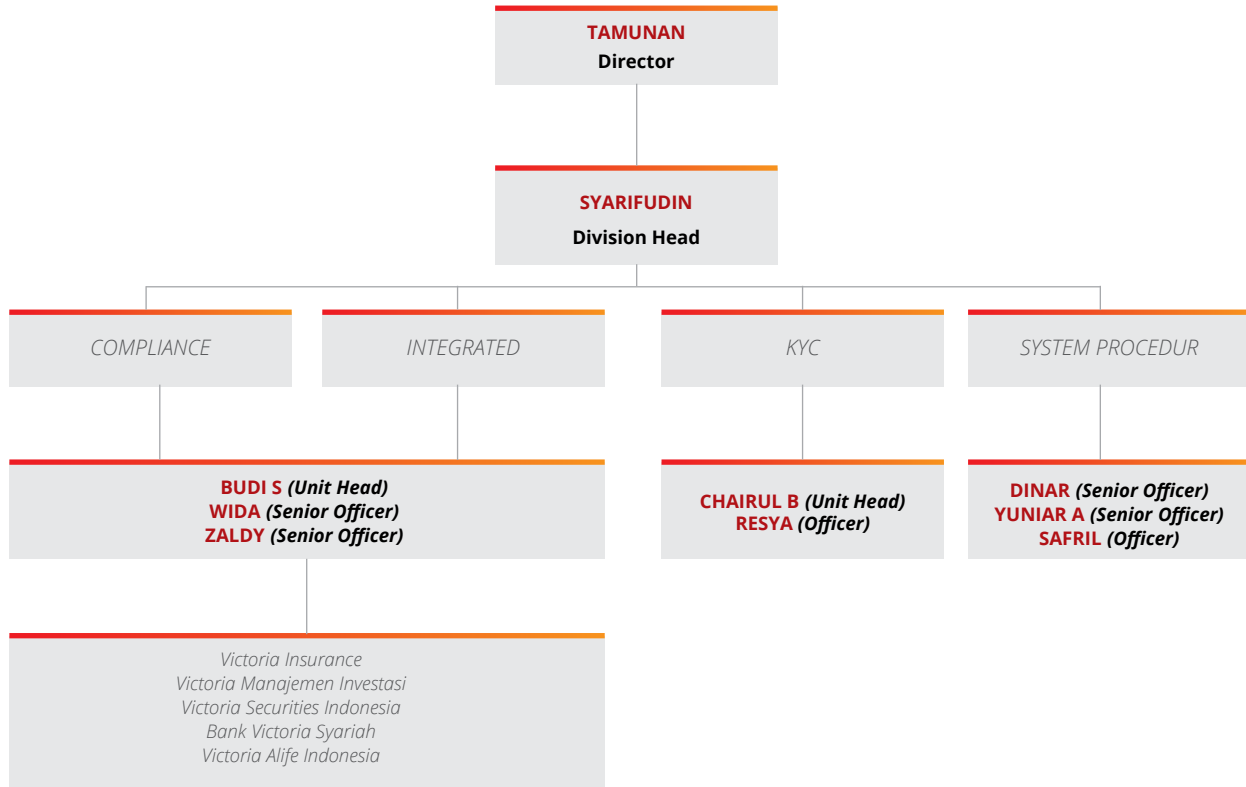
COMPLIANCE FUNCTION

The complexity of the Bank's business operations is increasing in line with development of information technology, globalization, and financial market integration. This has a very large impact on the risk exposure the Bank encounters making it requires the enforcement of the principle of prudence as well as measures to mitigate the risks of the Bank's business operations, either preventive (*ex-ante*) and curative (*ex-post*). *Ex-ante* measures can be pursued by observing various applicable banking rules to reduce or minimize the risk of the Bank's business operations.

The Bank, through the group of Boards of Commissioners, Directors, and all employees is committed to uphold the principles of Good Corporate Governance (GCG) and the principle of prudence in the daily business operations in accordance with the basic values contained in the GCG. This is carried out in order to protect stakeholders, improve compliance with applicable regulations and applicable values in the banking world. The Bank evaluates 11 (eleven) aspects of which include one of those aspects, namely the Compliance Function.

STRUKTUR ORGANISASI FUNGSI KEPATUHAN

Fungsi Kepatuhan di Bank Victoria dijalankan oleh Divisi *Compliance, KYC/Integrated & System Procedure*, dengan struktur organisasi sebagai berikut:



DIREKTUR YANG MEMBAWAHKAN FUNGSI KEPATUHAN

Direktur Kepatuhan adalah anggota Direksi Bank yang ditugaskan untuk menetapkan langkah-langkah yang diperlukan guna memastikan kepatuhan Bank terhadap Peraturan Otoritas Jasa Keuangan, peraturan perundang-undangan lain yang berlaku dan perjanjian serta komitmen dengan Otoritas Jasa Keuangan (OJK) maupun otoritas pengawas lain yang berwenang.

Profil Direktur Kepatuhan & Manajemen Risiko dapat dilihat pada Profil Direksi Bank.

Direktur Kepatuhan & Manajemen Risiko independen terhadap fungsi-fungsi:

1. Bisnis dan Operasional;
2. Manajemen risiko yang melakukan pengambilan keputusan pada kegiatan usaha Bank;
3. Tresuri;
4. Keuangan dan akuntansi;
5. Logistik dan pengadaan barang/jasa;
6. Teknologi informasi; dan
7. Audit internal.

Direktur Kepatuhan & Manajemen Risiko melaporkan pelaksanaan tugas dan tanggung jawabnya secara triwulanan kepada Direktur Utama dan secara semesteran kepada OJK.

ORGANIZATIONAL STRUCTURE OF COMPLIANCE FUNCTION

The Compliance Function in Bank Victoria is performed by the Compliance Division, KYC/Integrated & System Procedure, with the following organizational structure:

DIRECTOR IN CHARGE OF COMPLIANCE FUNCTION

The Compliance Director is a member of the Bank's Board of Directors assigned to determine measures needed to ensure the Bank's compliance with the Financial Services Authority Regulations, other applicable legislation, and agreements and commitments with the Financial Services Authority (OJK) and other authorized supervisory authorities.

The profile of the Director of Compliance & Risk Management can be seen in the Profile of the Bank's Board of Directors.

The Director of Compliance & Risk Management is independent with functions:

1. Business and Operations;
2. Risk management that makes decisions in the Bank's business operations
3. Treasury;
4. Finance and accounting;
5. Logistics and procurement of goods/services;
6. Information technology; and
7. Internal Audit.

The Director of Compliance & Risk Management reports on the implementation of duties and responsibilities quarterly to the President Director and semi-annually to OJK.

PROFIL KEPALA DIVISI KEPATUHAN/ TERINTEGRASI, UKPN DAN SISTEM PROSEDUR

Sejak Juni 2013 Divisi Compliance, KYC/Integrated & System Procedure dijabat oleh Syarifudin melalui Surat Keputusan Direksi No. 032/SK-DIR/06/13. Profil Kepala Divisi Kepatuhan/Terintegrasi, UKPN, Sistem & Prosedur sebagai berikut:

Syarifudin

Warga Negara Indonesia, lahir di Bangka pada tahun 1965. Saat ini berusia 53 tahun dan berdomisili di Jakarta. Meraih gelar Sarjana Ekonomi dari Universitas Lampung pada tahun 1990. Bergabung di Bank Victoria sebagai Kepala Divisi *Compliance, KYC/Integrated and System Procedure* sejak tahun 2013 berdasarkan Surat Keputusan Direksi No. 032/SK-DIR/06/13.

Indonesian Citizen, born in Bangka in 1965. Currently, he is 53 years old and domiciled in Jakarta. Earned his Bachelor of Economics from Lampung University in 1990. Joined Bank Victoria as Head of Compliance, KYC/Integrated and System Procedure Division since 2013 under the Board of Directors' Decree No. 032/SK-DIR/06-13.

PROFILE OF COMPLIANCE/INTEGRATED, UKPN, AND PROCEDURE SYSTEM DIVISION HEAD

As of June 2013 the Compliance, KYC/Integrated & System Procedure Division is chaired by Syarifudin under the Board of Directors' Decree No. 032/SK-DIR/06/13. The following is the profile of Head of Compliance/Integrated, UKPN, and System & Procedure Division:

TUGAS DAN TANGGUNG JAWAB FUNGSI KEPATUHAN

Dalam rangka meningkatkan efektifitas penerapan Fungsi Kepatuhan, agar sesuai dengan kebijakan dan prosedur yang berlaku, maka Bank Victoria, baik sebagai individu maupun terintegrasi (Konglomerasi Keuangan Grup Victoria) dan sebagai Entitas Utama, telah menetapkan tugas dan tanggung jawab pada Divisi yang membawahi Fungsi Kepatuhan dalam berbagai rencana dan langkah strategis untuk:

1. Mewujudkan terlaksananya Budaya Kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Bank;
2. Mengelola Risiko Kepatuhan yang dihadapi oleh Bank;
3. Memastikan agar kebijakan, sistem, dan prosedur serta kegiatan usaha yang dilakukan oleh Bank telah sesuai dengan kebijakan Bank Indonesia (BI) dan atau Otoritas Jasa Keuangan (OJK) serta peraturan perundang-undangan yang berlaku;
4. Memastikan kepatuhan Bank terhadap komitmen yang dibuat oleh Bank kepada BI dan/atau OJK serta pengawas lain yang berwenang.

Dalam penerapan tugas dan tanggung Jawab dimaksud, termasuk juga menetapkan langkah-langkah yang bersifat *ex-ante* (preventif) untuk memitigasi risiko dalam penerapan kegiatan usaha Bank dan penyempurnaan serta pengembangan secara efektif sesuai *best practice* terkini.

PENGEMBANGAN KOMPETENSI DIVISI KEPATUHAN/TERINTEGRASI, UKPN DAN SISDUR

Untuk mendukung pelaksanaan tugasnya, anggota Divisi Compliance, KYC/Integrated & System Procedure telah mengikuti program pengembangan kompetensi, berupa pendidikan dan pelatihan. Pengembangan kompetensi yang diikuti anggota Divisi Compliance, KYC/Integrated & System Procedure selama 2018 sebagai berikut:

COMPLIANCE FUNCTION DUTIES AND RESPONSIBILITIES

In order to improve the effectiveness of the Compliance Function to be in line with applicable policies and procedures, Bank Victoria, either as an individual or integrated (Victoria Group Financial Conglomeration) and as the Main Entity, has defined duties and responsibilities of the Division in charge of the Compliance Function in various plans and strategic measures to:

1. Realize the Compliance Culture is implemented at all levels of the organization and business operations of the Bank;
2. Manage the Compliance Risk the Bank encounters;
3. Ensure that policies, systems, and procedures as well as business operations are conducted by the Bank in accordance with the policy of Bank Indonesia (BI) and/or the Financial Services Authority (OJK) as well as laws and regulations in force;
4. Ensure the Bank compliance with commitments created by the Bank to BI and/or OJK and other authorized supervisors.

In implementing those duties and responsibilities, including establishing *ex-ante* (preventive) measures to mitigate risks in the application the Bank's business operations and effective improvement and development according to the latest *best practices*.

COMPENTENCY DEVELOPMENT OF COMPLIANCE/INTEGRATED, UKPN, SYSTEM AND PROCEDURE DIVISION

To support the implementation of its duties, members of the Compliance Division, KYC/Integrated & System Procedure have participated in competency development programs, in the form of education and training. The following is the competency development participated by members of Compliance, KYC/Integrated & System Procedure in 2018:

No.	Nama Peserta Participant Name	Sosialisasi/Training Dissemination/Training	Tanggal Date	Tempat Venue
1	Chairul Bahri	Workshop SiPINA Workshop on SiPINA	8 Maret 2018 8 March 2018	OJK OJK
2	Resya Agung	Sosialisasi perpajakan Tax dissemination	12 Maret 2018 12 March 2018	Gedung Perpajakan Tax Building
3	Resya Agung	Undangan diseminasi peraturan Presiden nomor 13 tahun 2013 Invitation to dissemination of Presidential Regulation number 13 of 2013	27 Maret 2018 27 March 2018	Hotel Grand Mercure Grand Mercure Hotel
4	Chairul Bahri	Pelatihan Reguler FKDKP angkatan ke 1 tahun 2018 FKDKP Regular Training for the 2018 1st group	14-15 Maret 2018 14-15 March 2018	Hotel Golden Tulip Galaxy Banjarmasin Golden Tulip Galaxy Hotel in Banjarmasin
5	Safitri Wida	Sosialisasi peraturan OJK Dissemination of OJK regulation	19 April 2018 19 April 2018	Hotel Le Meridien Le Meridien Hotel
6	Safitri Wida	Sosialisasi peraturan BI (GWM) Dissemination of BI (GWM) regulation	20 April 2018 20 April 2018	Bank Indonesia Bank Indonesia
7	Safitri Wida	Sosialisasi peraturan BI – LPJP Dissemination of BI – LPJP regulation	7 Mei 2018 7 May 2018	Bank Indonesia Bank Indonesia
8	Resya Agung	Akses Informasi Keuangan untuk Kepentingan Perpajakan Access to Financial Information for Tax Interest	15 Mei 2018 15 May 2018	Gedung Perpajakan Tax Building
9	Syarifudin & Budi	<i>Training Program Risk Management & Compliance Refreshment</i> Training Program on Risk Management & Compliance Refreshment	4 Juli 2018 4 July 2018	Graha Niaga, Jl. Jend. Sudirman Kav 58 - Jakarta Graha Niaga, Jl. Jend. Sudirman Kav 58 - Jakarta
10	Syarifudin & Budi	<i>Leadership (Laser)</i> Leadership (Laser)	3 Agustus 2018 3 August 2018	Graha BIP Lt. 11 Graha BIP Lt. 11
11	Chairul	<i>Leadership (Laser)</i> Leadership (Laser)	10 Agust 2018 3 August 2018	Graha BIP Lt. 11 Graha BIP Lt. 11
12.	Wida	Sosialisasi Ketentuan Bank Umum Dissemination of Commercial Bank Provisions	28 Agustus 2018 28 August 2018	Hotel Le Meridien Le Meridien Hotel
13	Wida	<i>Training Agent of Change</i> Training on Agent of Change	28 September 2018 28 September 2018	Graha BIP Lt. 11 Graha BIP Lt. 11
14.	Chairul & Budi	Pembekalan Uji Kompetensi Manajemen Risiko Tingkat 2 / Debriefing of Level 2 Risk Management Competency Test	18–19 Oktober 2018 18–19 October 2018	Gandaria Office Tower Gandaria Office Tower
15	Zaldy, Wida, Tika, Dinar	Pembekalan Uji Kompetensi Manajemen Risiko Tingkat 2 / Debriefing of Level 2 Risk Management Competency Test	3 November 2018 3 November 2018	Kantor Cideng Cideng Office
16	Chairul	Pembekalan Uji Kompetensi Kepatuhan Tingkat 2 Debriefing of Level 2 Compliance Competency Test	14–15 November 2018 14–15 November 2018	Perbanas Perbanas
17	Syarifudin	Sosialisasi Pencapaian serta Arah Pelaksanaan Fungsi Pengaturan & Pengawasan Terintegrasi Terhadap Konglomerasi Keuangan Dissemination of Achievement and Direction on Implementation of Integrated Regulation & Oversight Function of the Financial Conglomerate	15 November 2018 15 November 2018	Hotel J. S Luwansa, Jakarta Hotel J. S Luwansa, Jakarta
18	Chairul & Budi	Pembekalan Uji Kompetensi Manajemen Risiko Tingkat 3 Debriefing of Level 3 Risk Management Competency Test	24 November 2018 24 November 2018 1 Desember 2018 1 December 2018	Kantor Fatmawati Fatmawati Office Kantor Cideng Cideng Office
19	Wida	Sosialisasi Peraturan Bank Indonesia Transaksi Derivatif Suku Bunga Rupiah Dissemination of Bank Indonesia Regulation on Derivative Transactions of Rupiah Interest Rate	29 November 2018 29 November 2018	Bank Indonesia Bank Indonesia

No.	Nama Peserta Participant Name	Sosialisasi/Training Dissemination/Training	Tanggal Date	Tempat Venue
20	Wida	Sosialisasi Laporan Hasil Pemantauan Kepatuhan (LHPK) Peserta Sistem Pembayaran Bank Indonesia (SPBI) & Kantor Pengelolaan Daftar Hitam Nasional (KPDHN) Tahun 2018 Dissemination of Compliance Monitoring Result Report (LHPK) for Participants of Bank Indonesia Payment System (SPBI) & Office of National Black List Management (KPDHN) in 2018	30 November 2018 30 November 2018	Bank Indonesia Bank Indonesia
21	Resya, Wida, Zaldy	Pembekalan Uji Kompetensi Kepatuhan Tingkat 1 Debriefing of Level 1 Compliance Competency Test	5-6 Desember 2018 5-6 December 2018	Perbanas Perbanas
22	Chairul	Desiminasi Peraturan PPATK (Tatacara Permintaan Informasi ke PPATK) Dissemination of PPATK Regulation (Procedure for Requesting Information to PPATK)	13 Desember 2018 13 December 2018	PPATK PPATK
23	Budi	Compliance <i>checklist</i> pembukaan cabang baru Compliance checklist for a new branch establishment	19 Desember 2018 19 December 2018	Solo Solo

Selain mengikuti Sosialisasi dan *Training*, selama tahun 2018 anggota Divisi Compliance, KYC/Integrated & System Procedure telah mengikuti uji sertifikasi dengan hasil Kompeten sebagai berikut:

In addition to participate in the Dissemination and Training, throughout 2018 members of the Compliance, KYC/Integrated & System Procedure Division have taken certification test with Competent results as follows:

No	Nama Name	Uji Sertifikasi Certification Test	Hasil Output
1.	Budi Setiawan	Manajemen Risiko Level 2 / Level 2 Risk Management Manajemen Risiko Level 3 / Level 3 Risk Management	Kompeten / Component Kompeten / Component
2.	Chairul Bahri	Manajemen Risiko Level 2 / Level 2 Risk Management Manajemen Risiko Level 3 / Level 3 Risk Management	Kompeten / Component Kompeten / Component
3.	Zaldy Zamrony	Manajemen Risiko Level 2 / Level 2 Risk Management Kepatuhan Level 1 / Level 1 Compliance	Kompeten / Component Kompeten / Component
4.	Safitri Wida	Manajemen Risiko Level 2 / Level 2 Risk Management Kepatuhan Level 1 / Level 1 Compliance	Kompeten / Component Kompeten / Component
5.	Yuniar Adelina	Manajemen Risiko Level 2 / Level 2 Risk Management	Kompeten / Component
6.	Dinar Nur A.	Manajemen Risiko Level 2 / Level 2 Risk Management	Kompeten / Component
7.	Resya Agung S.	Kepatuhan Level 1 / Level 1 Compliance	Kompeten / Component
8.	Safiril Himawan	Manajemen Risiko Level 1 / Level 1 Risk Management	Kompeten / Component

KEBIJAKAN DAN STANDAR PROSEDUR KEPATUHAN

Dalam menjalankan fungsi Kepatuhan, Divisi Compliance, KYC/Integrated & System Procedure berpedoman pada Kebijakan dan Prosedur yaitu dengan SK No. 012/SK-DIR/10/17 tentang Standar Operasional Prosedur Kepatuhan. Kebijakan tersebut berisi:

BAB I Pendahuluan

BAB II Definisi

BAB III Kebijakan Corporate Compliance

1. Direktur Yang Membawahkan Fungsi Kepatuhan
2. Unit Kerja Kepatuhan (*Compliance Division*)
3. Struktur Organisasi
4. Hubungan Kerja Pada Tingkatan Organisasi Internal Bank
5. Hubungan Kerja Dengan BI/OJK dan Instansi Lainnya

BAB IV Kebijakan Monitoring Compliance

1. Pemantauan Prinsip Kehati-hatian
2. Pemantauan Tindak Lanjut Temuan OJK
3. Pemantauan Kewajiban Pelaporan Bank
4. Pemantauan Penerapan Pelaksanaan GCG

COMPLIANCE PROCEDURES AND STANDARDS

In performing the Compliance function, the Compliance, KYC/Integrated & System Procedure Division refers to Policies and Procedures, namely with the Decree No. 012/SK-DIR/10/17 on Standard Operating Procedure for Compliance. The policy contains:

CHAPTER I Introduction

CHAPTER II Definitions

CHAPTER III Corporate Compliance Policy

1. Director in Charge of Compliance Function
2. Compliance Division
3. Organizational Structure
4. Employment Relationships at the Level of the Bank Internal Organizations
5. Work Relationships with BI/OJK and Other Agencies

CHAPTER IV Compliance Monitoring Policy

1. Monitoring the Principle of Prudence
2. Monitoring OJK Findings Follow-Up
3. Monitoring Bank Reporting Obligation
4. Monitoring GCG Implementation

BAB V Kebijakan *Regulatory Compliance*

1. Pengkajian Kebijakan dan Prosedur/Produk dan Aktivitas Baru
2. Pengkajian Penyediaan Dana (Perkreditan)
3. Sosialisasi Kebijakan BI / OJK Serta Kebijakan Lainnya
4. Pengkajian Permohonan Pembukaan/Relokasi Kantor
5. *Compliance Checklist* Calon PSP/Komisaris/Direksi
6. Komitmen Kepada BI / OJK
7. *Compliance Reporting*

BAB VI Prosedur

1. Pengkajian Kebijakan dan Prosedur/Produk dan Aktivitas Baru
2. Pengkajian Permohonan Penyediaan Dana Kredit Dengan Jumlah Tertentu
3. Pengkajian Permohonan Penyediaan Dana *Treasury* Dengan Jumlah Tertentu
4. Pengkajian Permohonan Pembukaan/Relokasi Kantor Cabang/Capem/Kas
5. Sosialisasi Kebijakan Bank Indonesia dan/atau OJK Serta Kebijakan Lainnya

BAB VII Flowchart**BAB VIII Lampiran****PELAKSANAAN PROGRAM KERJA FUNGSI KEPATUHAN TAHUN 2018****PROGRAM KERJA KEPATUHAN TAHUN 2018**

Dalam rangka mewujudkan rencana dan langkah strategis Fungsi Kepatuhan, telah diatur pada Program Kerja pada masing-masing tingkatan sesuai dengan peran dan fungsinya.

1. Pengawasan Aktif Dewan Komisaris
Dewan Komisaris telah melakukan pengawasan aktif terhadap Fungsi Kepatuhan dengan:
 - Mengevaluasi pelaksanaan Fungsi Kepatuhan Bank paling kurang 2 (dua) kali dalam satu tahun.
 - Memberikan saran-saran dalam rangka meningkatkan kualitas pelaksanaan Fungsi Kepatuhan Bank.
 - Berdasarkan hasil evaluasi pelaksanaan Fungsi Kepatuhan, Dewan Komisaris menyampaikan saran-saran dalam rangka peningkatan kualitas pelaksanaan Fungsi Kepatuhan kepada Direktur Utama dengan tembusan kepada Direktur Kepatuhan dan Manajemen Risiko.
2. Direktur Kepatuhan dan Manajemen Risiko
Direktur Kepatuhan dan Manajemen Risiko, yang membawahi Fungsi Kepatuhan telah menetapkan langkah-langkah yang diperlukan guna memastikan kepatuhan Bank terhadap Kebijakan BI/OJK, peraturan perundang-undangan lain yang berlaku dan perjanjian serta komitmen dengan BI/OJK, dengan tugas dan tanggung jawab sebagai berikut:
 - Merumuskan strategi guna mendorong terciptanya Budaya Kepatuhan Bank.
 - Mengusulkan kebijakan kepatuhan atau prinsip-prinsip kepatuhan yang akan ditetapkan oleh Direksi.
 - Menetapkan sistem dan prosedur kepatuhan yang akan digunakan untuk menyusun kebijakan dan pedoman internal Bank.

CHAPTER V Regulatory Compliance Policy

1. Assessment of Policies and Procedures/New Products and Activities
2. Assessment of Providing Funds (Loans)
3. BI/OJK Policy Dissemination and Other Policies
4. Assessment of Application for Establishing/Relocating the Office
5. Compliance Checklist of PSP/Commissioners/ Directors Candidate
6. Commitment to BI/OJK
7. Compliance Reporting

CHAPTER VI Procedures

1. Assessment of Policies and Procedures/New Products and Activities
2. Assessment of Application for Provision of Certain Amount of Loan Funds
3. Assessment of Application for Provision of Certain Amount of Treasury Funds
4. Assessment of Application for Establishing/Relocating Branch/Assisting Branch/Cash Office
5. Dissemination of Bank Indonesia and/or OJK Policies and Other Policies

CHAPTER VII Flowchart**CHAPTER VIII Appendixes****IMPLEMENTATION OF COMPLIANCE FUNCTION WORK PROGRAM IN 2018****COMPLIANCE WORK PROGRAM IN 2018**

In order to realize the plan and strategic measures of the Compliance Function, the Work Program at each level has been set in accordance with its role and function.

1. Active Supervision of Board of Commissioners
The Board of Commissioners has performed active supervision on the Compliance Function by:
 - Evaluating the implementation of the Bank's Compliance Function at least 2 (two) times in a year.
 - Providing suggestions in order to improve the quality of implementation of the Bank's Compliance Function.
 - Based on results of the evaluation on the Compliance Function performance, the Board of Commissioners submits suggestions in order to improve the quality of the Compliance Function performance to the President Director with a copy to the Director of Compliance and Risk Management.
2. Director of Compliance and Risk Management
The Director of Compliance and Risk Management in charge of the Compliance Function has set necessary measures to ensure the Bank's compliance with BI/OJK Policies, other applicable laws and regulations and agreements and commitment with BI/OJK, with the following duties and responsibilities:
 - Formulating strategies to encourage the growth of the Bank's Compliance Culture.
 - Proposing compliance policies or compliance principles to be defined by the Board of Directors.
 - Establishing compliance systems and procedures to be used to establish the Bank's internal rules and guidelines.

- Memastikan bahwa seluruh kebijakan, sistem, prosedur dan kegiatan usaha yang dilakukan Bank telah sesuai dengan kebijakan BI/OJK dan peraturan perundang-undangan yang berlaku.
- Meminimalkan Risiko Kepatuhan Bank.
- Melakukan tindakan pencegahan agar kebijakan dan/atau keputusan yang diambil Direksi Bank tidak menyimpang dari kebijakan BI/OJK dan peraturan perundang-undangan yang berlaku.
- Melakukan tugas-tugas lainnya yang terkait dengan Fungsi Kepatuhan.

Terkait dengan pelaksanaan tata kelola terintegrasi, maka Direktur Kepatuhan dan Manajemen Risiko yang telah ditunjuk sebagai Direktur *in Charge* dalam Konglomerasi Keuangan Grup Victoria dapat merumuskan langkah-langkah strategis dalam mendukung dan meningkatkan efektifitas penerapan fungsi kepatuhan, penerapan manajemen risiko, serta penerapan tata kelola Terintegrasi pada Konglomerasi Keuangan Grup Victoria. Pelaporan pelaksanaan tugas dan tanggung jawab dari fungsi kepatuhan kepada regulator dilakukan oleh Direktur Kepatuhan dan Manajemen Risiko dengan tembusan kepada Dewan Komisaris paling kurang secara semesteran.

3. Divisi Kepatuhan/Terintegrasi, UKPN, Sistem & Prosedur

Divisi yang membawahi Fungsi Kepatuhan, telah menetapkan tugas dan tanggung jawab sebagai berikut:

- Membuat langkah-langkah dalam rangka mendukung terciptanya Budaya Kepatuhan pada seluruh kegiatan usaha Bank pada setiap jenjang organisasi.
- Melakukan identifikasi, pengukuran, monitoring dan pengendalian terhadap risiko kepatuhan dengan mengacu pada kebijakan BI/OJK mengenai penerapan manajemen risiko bagi Bank.
- Menilai dan mengevaluasi efektifitas, kecukupan dan kesesuaian kebijakan, sistem maupun prosedur yang dimiliki oleh Bank dengan kebijakan BI/OJK dan peraturan perundang-undangan yang berlaku.
- Melakukan kaji ulang dan/atau merekomendasikan pengkinian dan penyempurnaan kebijakan, sistem maupun prosedur yang dimiliki oleh Bank agar sesuai dengan kebijakan BI dan peraturan perundang-undangan yang berlaku;
- Melakukan upaya-upaya untuk memastikan bahwa kebijakan, sistem dan prosedur serta kegiatan usaha Bank telah sesuai dengan kebijakan BI/OJK dan peraturan perundang-undangan yang berlaku;
- Melakukan pemantauan terhadap Penerapan Program Anti Pencucian Uang & Pencegahan Pendanaan Terorisme (APU & PPT)
- Membuat, mengkaji ulang serta memantau pemahaman terhadap kebijakan, baik internal maupun eksternal.
- Melakukan tugas-tugas lainnya yang terkait dengan Fungsi Kepatuhan.

Secara Konglomerasi Keuangan Grup Victoria telah menetapkan tugas dan tanggung jawab sebagai berikut:

- Menetapkan langkah-langkah dalam rangka mendukung terciptanya Budaya Kepatuhan pada Konglomerasi Keuangan;

- Ensuring that all policies, provisions, systems, and procedures and business operations conducted by the Bank have been in accordance with the BI/OJK policies and applicable laws and regulations.
- Minimizing the Bank's Compliance Risk.
- Taking precautions so that policies and/or decisions taken by the Bank's Board of Directors does not deviate from BI/OJK policies and applicable laws and regulations.
- Performing other duties associated with the Compliance Function.

Related to the implementation of integrated governance, the Compliance and Risk Management Director who has been appointed as the Director in Charge in Victoria Group Financial Conglomeration can formulate strategic measures to support and improve the implementation of compliance function effectiveness, risk management, and the integrated governance to Victoria Group Financial Conglomeration. Reporting of the implementation of duties and responsibilities of the compliance function to the regulator is conducted by the Compliance and Risk Management Director with a copy to the Board of Commissioners at least quarterly.

3. Compliance/Integrated, UKPN, and System Procedure Division

The division in charge of the Compliance Function, has set the following duties and responsibilities:

- Prepare measures in order to support the creation of a Compliance Culture on all of the Bank's business operations at every organizational level.
- Identify, measure, monitor, and control the compliance risks by referring to BI/OJK policies on the risk management implementation to the Bank.
- Assess and evaluate the effectiveness, adequacy, and conformity of policies, systems, and procedures the Bank holds with BI/OJK policies and the prevailing laws and regulations.
- Review and/or recommend an updating and improvement of policy, system or procedure the Bank holds to be in line with Bank policies and legislation in force;
- Take measures to ensure that policies, systems, and procedures, as well as the Bank's business operations have been in accordance with BI/OJK policies and applicable laws and regulations;
- Monitor the Implementation of the Anti-Money Laundering & Counter-Terrorism Financing Program (AML & CTF)
- Create, review and monitor understanding of policies, either internal or external.
- Perform other duties associated with the Compliance Function.

In terms of Financial Conglomeration, the Victoria Group has set the following duties and responsibilities:

- Specifying measures to support the creation of a Compliance Culture with the Financial Conglomeration;

- Mendistribusikan dan mengkomunikasikan setiap kebijakan baru Terintegrasi dari BI dan OJK maupun kebijakan eksternal lainnya;
- Mengkomunikasikan dan mengkoordinir penyampaian data/informasi kepada Pihak Berwenang atau Regulator;
- Mengkomunikasikan dan mengkoordinir dalam proses pembuatan laporan kepada Pihak Berwenang atau Regulator.
- Memantau dan mengevaluasi pelaksanaan fungsi kepatuhan pada masing-masing LJK dalam Konglomerasi Keuangan.

Divisi yang membawahi Fungsi Kepatuhan dan Terintegrasi melaporkan seluruh aktivitasnya langsung kepada Direktur Kepatuhan dan Manajemen Risiko baik secara individu maupun secara terintegrasi.

PELAKSANAAN RENCANA KERJA KEPATUHAN TAHUN 2018

Sepanjang tahun 2018, Fungsi Kepatuhan telah melakukan beberapa kegiatan sebagai bentuk realisasi program kerjanya, diantaranya adalah:

1. Penerapan Budaya Kepatuhan
Dalam rangka mewujudkan Budaya Kepatuhan baik terhadap Kebijakan maupun pelaksanaannya, telah dilakukan langkah-langkah sebagai berikut:
 - Memantau secara rutin dan berkesinambungan terhadap kebijakan baru yang telah dikeluarkan oleh BI/OJK serta instansi lainnya;
 - Mendistribusikan setiap kebijakan baru dari BI dan OJK maupun kebijakan eksternal lainnya;
 - Mendaftarkan Kebijakan baru ke situs laman intranet Bank, yang dapat diakses oleh seluruh karyawan, sehingga karyawan memiliki *awareness* untuk mematuhi peraturan-peraturan tersebut;
 - Membuat *resume* atau kajian terhadap kebijakan baru, yang selanjutnya disampaikan kepada seluruh Unit Kerja dan manajemen;
 - Melakukan *sharing* informasi dan *knowledge* pada rapat bulanan yang dihadiri oleh Direksi, Kepala Divisi dan Kantor Cabang;
 - Melakukan pemantauan terhadap kewajiban pelaporan Bank, untuk memastikan bahwa laporan telah disampaikan tepat pada waktunya.
 - Melakukan pemantauan terhadap Penerapan Program APU & PPT, khususnya terkait dengan:
 - Pelaporan *Suspicious Transaction Report* (STR);
 - Pelaporan *Cash Transaction Report* (CTR) Kepada PPATK dan lainnya;
 - Pelatihan dan Sumber Daya Manusia;
 - Pelaksanaan *Assessment & Focus Group Discussion* (FGD);
 - Respons atas surat kepada Regulator/Instansi Lainnya;
 - Respons koresponden APU & PPT Bank Lain;
 - Pemantauan penerapan APU PPT di Kantor Cabang;
 - Pemantuan peserta *E-Learning* APU & PPT.
 - Melakukan kajian terhadap setiap Kebijakan dan Prosedur internal yang akan dikeluarkan oleh Divisi;
 - Untuk efektivitas penerapannya telah dibuat *email "Compliance_aml"*, sebagai media komunikasi dalam rangka meningkatkan hubungan antara Divisi Kepatuhan dengan Divisi lainnya di Kantor Pusat serta

- Distributing and communicating any Integrated new policies of BI and OJK or other external policies;
- Communicating and coordinating the delivery of data/information to Authorities or Regulators;
- Communicating and coordinating the process of preparing the report to Authorities or Regulators.
- Monitoring and evaluating the implementation of the compliance function in each LJK in the Financial Conglomeration.

The division in charge of the Compliance and Integrated Function reports all of its activities to the Director of Compliance and Risk Management, either individually or in an integrated manner.

IMPLEMENTATION OF COMPLIANCE WORK PROGRAM IN 2018

Throughout 2018, the Compliance Function has performed several activities as a realization of its work program, including:

1. Implementation of Compliance Culture
In order to realize Compliance Culture for both the Policy and its implementation, the following steps have been taken:
 - Monitor regularly and continuously on new policies the BI/OJK and other agencies have issued;
 - Distribute all new policies from BI and OJK or other external policies;
 - Register a new policy to the Bank's intranet *website*, which can be accessed by all employees, so that employees have the *awareness* to comply with those regulations;
 - Make a resume or review of new policies, which are then submitted to all Work Units and management;
 - Share information and knowledge at monthly meetings attended by the Board of Directors, Head of Division and Branch Offices;
 - Monitor the Bank's reporting obligations, to ensure that the report has been delivered on time.
 - Monitor the implementation of the AML & CTF Program, specifically related to:
 - Reporting of Suspicious Transaction Report (STR);
 - Reporting of Cash Transaction Report (CTR) to PPATK and others;
 - Training and Human Resources;
 - Implementation of Assessment & Focus Group Discussion (FGD);
 - Response to a letter to Regulators/Other Agencies
 - Responses to correspondents of AML & CTF of Other Banks;
 - Monitor the application of AML CTF at Branch Offices;
 - Monitor AML & CTF *E-Learning* participants
 - Conduct a study of each internal Policy and Procedure the Division will issue;
 - For effectiveness, the application has been made a "Compliance_aml" *email*, as a communication medium in order to improve the relationship between the Compliance Division and other Divisions at the Head Office and Branch Offices,

Kantor Cabang, baik terkait dengan Kebijakan dan Prosedur maupun penerapannya;

2. Penerapan Dalam Mengelola Risiko Kepatuhan

(1) Identifikasi

Risiko kepatuhan timbul akibat Bank tidak mematuhi dan/ atau tidak melaksanakan peraturan perundang-undangan dan kebijakan yang berlaku, sehingga identifikasi yang dilakukan adalah dengan melihat dan menilai pelanggaran yang dilakukan oleh Divisi terhadap peraturan yang berlaku, yang meliputi:

- Jenis pelanggaran yang dilakukan;
- Frekuensi pelanggaran yang dilakukan atau *track record* kepatuhan Bank;
- Pelanggaran terhadap kebijakan atas transaksi keuangan tertentu.

(2) Pengukuran

Pengukuran dilakukan dengan meminta kepada seluruh Divisi atau Unit Kerja untuk melakukan *self assessment* dan melakukan penilaian serta mengungkapkan pelanggaran yang terjadi, termasuk besarnya denda dan frekuensi terjadinya pelanggaran. Berdasarkan *self assessment* tersebut, melakukan kompilasi dan pengukuran untuk mendapatkan *risk profile* risiko kepatuhan.

(3) Monitoring

Mengingat bahwa risiko kepatuhan melekat pada setiap aktivitas di seluruh Divisi atau Unit Kerja, maka *monitoring* risiko kepatuhan dilakukan oleh:

- Komisaris, melalui Laporan Triwulanan dan Semesteran dan melalui laporan lainnya yang disampaikan kepada Komisaris;
- Direksi, melalui Laporan Bulanan, Triwulan, Semesteran dan Tahunan, serta rapat rutin Direksi dan melalui laporan yang dibuat oleh Divisi atau Kantor Cabang;
- Divisi, melalui Laporan Bulanan Divisi dan rapat rutin yang dilakukan dengan Divisi dan atau Kantor Cabang;
- Cabang, melalui aktivitas rutin dan rapat dengan Kantor Cabang.

(4) Pengendalian

Pengendalian dilakukan dari sejak diterbitkannya kebijakan baru, perubahan/pembaharuan kebijakan internal, pelaksanaan kebijakan dan pemantauan penerapannya pada seluruh Divisi atau Unit Kerja dan Kantor Cabang.

3. Penerapan Fungsi Kepatuhan Terhadap Kebijakan dan Prosedur Serta Sistem.

Dalam rangka meningkatkan kepatuhan Bank pada Kebijakan, Prosedur dan Sistem yang digunakan Bank, telah dilakukan kegiatan sebagai berikut:

- Melakukan kaji ulang dan *update* terhadap Kebijakan dan Prosedur Kepatuhan sehingga Pedoman yang digunakan dapat mencerminkan semua aspek yang dapat meningkatkan kinerja kepatuhan dan dapat memitigasi risiko Kepatuhan yang berkembang;
- Melakukan pengembangan materi *training* kepatuhan untuk meningkatkan kualitas pegawai Bank serta meningkatkan budaya kepatuhan serta memitigasi risiko Kepatuhan;

either related to Policies and Procedures or the application;

2. Application in Managing the Compliance Risk

(1) Identification

A compliance risk arises as a result of the Bank fails to comply with and/or fails to implement the prevailing laws and regulations, so that an identification done is to look at and assess the violation committed by the Division on applicable regulations, which include:

- The type of violation committed;
- The frequency of violation committed or the Bank's compliance track record;
- The violation of policies for specified financial transaction.

(2) Measurement

A measurement is conducted by asking all Divisions or Work Units to conduct a self-assessment and evaluation and disclose violations that occur, including the amount of penalty and the frequency of violations. Based on the self-assessment, a compilation and measurement are done to obtain risk profile of the compliance risk.

(3) Monitoring

Given that a compliance risk is inherent in every operation in all Divisions or Work Units, the compliance risk monitoring is carried out by:

- Commissioners, through Quarterly and Semi-Annually Reports and through other reports submitted to the Commissioners;
- Directors, through Monthly, Quarterly, Semi-Annually, Annual Reports, as well as regular Directors meetings and through reports made by Divisions or Branch Offices;
- Divisions, through Divisions' Monthly Report and regular meetings held with Divisions and/or Branch Offices;
- Branches, through regular activities and meetings with Branch Offices.

(4) Control

The control is carried out from the issuance of a new policy, amendment/renewal of an internal policy, implementation of the policy, and monitoring of the application to all Divisions or Work Units and Branch Offices.

3. Application of Compliance Function to Policies and Procedures and Systems.

In order to improve the Bank's compliance with Policies, Procedures, and Systems used, the following activities have been carried out:

- Review and update Compliance Policies and Procedures so that the Guidelines used can reflect all aspects that can improve compliance performance and can mitigate the growing Compliance risks;
- Conduct the development of compliance training materials to improve the quality of the Bank's employees, improve the compliance culture, and mitigate Compliance risks

- Melakukan sosialisasi Peraturan Bank Indonesia, Surat Edaran Bank Indonesia, Peraturan dan Surat Edaran OJK;
 - Melakukan kaji ulang terhadap Kebijakan/Aktivitas Produk Baru agar sesuai dengan peraturan yang berlaku dan selalu *update* dengan kebijakan terkini;
 - Melakukan pemantauan dan ikut serta setiap ada pengembangan atau *update* sistem yang dilakukan Bank.
4. Penerapan Fungsi Kepatuhan Dalam Penerapan Prinsip Kehati-hatian.
Kegiatan pemantauan yang dilakukan dalam penerapan prinsip-prinsip kehati-hatian dilakukan secara periodik dan berkesinambungan memantau beberapa hal sebagai berikut:
- Melakukan kajian dalam Penyediaan Dana (Kredit dan Tresuri);
 - Melakukan pemantauan BMPK (Batas Maksimum Pemberian Kredit);
 - Melakukan analisis dan kajian terhadap pencapaian kinerja Bank, diantaranya *Capital Adequacy Ratio* (CAR); *Giro Wajib Minimum* (GWM); *Loan to Deposit Ratio* (LDR); *BOPO*; *Net Interest Margin* (NIM); *Return on Asset* (ROA); *Return on Equity* (ROE); *Non Performing Loan* (NPL); Debitur inti; Deposan Inti dan lain-lain.
5. Penerapan Fungsi Kepatuhan Terhadap Komitmen.
Kegiatan pemantauan dalam penerapan kepatuhan terhadap komitmen pada BI/OJK ataupun Pihak Lainnya dilakukan secara periodik dan berkesinambungan dengan mekanisme sebagai berikut:
- Menginventarisasi perjanjian dan/atau komitmen lainnya yang dibuat antara Bank dengan OJK selain tindak lanjut hasil pemeriksaan OJK;
 - Mengkaji materi setiap perjanjian dan/atau komitmen untuk mengetahui hal-hal yang perlu dipenuhi oleh Bank;
 - Memastikan dari waktu ke waktu kepatuhan Bank terhadap kewajiban-kewajiban yang timbul hubungan dengan perjanjian dan/atau komitmen tersebut;
 - Melaporkan kepada OJK ataupun Pihak Lainnya atas komitmen yang dibuat sesuai kebijakan dan perundang-undangan yang berlaku;
 - Melakukan pemantauan atas tindak lanjut hasil pemeriksaan OJK atau instansi lainnya serta melaporkannya secara periodik atas progres dan penyelesaian yang telah dilakukan.
6. Penerapan Fungsi Kepatuhan Terintegrasi pada Grup Victoria
Dalam rangka pelaksanaan fungsi kepatuhan terintegrasi pada Konglomerasi Keuangan Grup Victoria, telah melaksanakan beberapa hal, sebagai berikut:
- Penetapan Entitas Utama (EU) dan anggota Lembaga Jasa Keuangan (LJK) Grup Victoria serta perubahannya;
 - Pembentukan dan penetapan Struktur, Tugas dan Tanggung Jawab pada elemen Entitas Utama serta perubahannya;
 - Pembentukan dan penetapan Komite Manajemen Risiko Terintegrasi beserta tugas & tanggung jawabnya termasuk perubahannya;
- Disseminate Regulation and Circular Letter of Bank Indonesia, Regulation and Circular Letter of the OJK;
 - Review New Product Policies/Activities to be in line with applicable regulations and always update with current policies;
 - Monitor and participate in any system development or update by the Bank.
4. Implementation of Compliance Function in Applying the Principles of Prudence.
Monitoring activities undertaken in implementing prudent principles, conducted periodically and continuously, by monitoring several issues, include:
- Conduct studies in providing funds (Loan and Treasury);
 - Monitor the maximum Loan Limit (BMPK);
 - Conduct analysis and study on the achievement of the Bank's performance, including *Capital Adequacy Ratio* (CAR); *Minimum Reserve Requirement* (GWM); *Loan to Deposit Ratio* (LDR); *Operating Expenses to Operating Income* (BOPO); *Net Interest Margin* (NIM); *Return on Assets* (ROA); *Return on Equity* (ROE); *Non-Performing Loan* (NPL); *Core Debtor*; *Core Depositors*, etc.
5. Implementation of Compliance Functions with Commitment
Monitoring activities in implementing the compliance with the commitment to BI/OJK or Other Parties are conducted periodically and continuously with the following mechanisms.
- Making inventory of agreements and/or other commitments made between the Bank and OJK in addition to the follow-up of OJK's results of inspection;
 - Reviewing materials of each agreement and/or commitment to know matters that the Bank needs to satisfy;
 - Ensuring the Bank's compliance from time to time with the obligations arising out with regard to such agreements and/or commitments;
 - Reporting to OJK or any Other Party for commitments made in accordance with applicable policies and legislations;
 - Monitoring the follow-up of inspection results of OJK or other agencies, and periodically reporting them on the progress and accomplishment done.
6. Implementation of Integrated Compliance Function in Victoria Group
In order to implement the integrated compliance function at Victoria Group Financial Conglomeration, followings are activities that have been completed:
- The establishment of the Main Entity (EU) and members of the Financial Services Institutions (LJK) of the Victoria Group and its amendments;
 - Formation and establishment of Structures, Duties, and Responsibilities of Main Entity elements, and its amendments;
 - Formation and establishment of the Integrated Risk Management Committee and its duties & responsibilities, including its amendments;

- Pembentukan dan penetapan Komite Tata Kelola Terintegrasi beserta Tugas & Tanggung jawabnya termasuk perubahannya;
- Penyusunan dan pembuatan Pedoman Kerja bagi setiap elemen pada Entitas Utama;
- Penetapan sumber daya manusia dalam pelaksanaan tugas dan tanggungjawab pada EU maupun LJK;
- Pembuatan dan penyampaian Laporan Terintegrasi sesuai ketentuan berlaku dan tepat waktu.

- Formation and establishment of the Integrated Governance Committee and its Duties & Responsibilities, including its amendments;
- Preparation and creation of Work Guidelines for each element of the Main Entity;
- Determination of human resources in the implementation of duties and responsibilities of the EU or LJK;
- Preparation and delivery of Integrated Reports subject to applicable provisions and on a timely manner.

Dalam mendukung pelaksanaan tugas dan tanggung jawab di atas, Konglomerasi Keuangan Grup Victoria selama tahun 2018, telah melakukan dan mengikuti rapat-rapat sebagai berikut:

In supporting the implementation of above duties and responsibilities during 2018, the Victoria Group Financial Conglomeration has held and participated in the following meetings:

No	Tanggal Date	Agenda Pembahasan Discussion Agenda
1.	13 Januari 2018 13 January 2018	Komite TKT - Meningkatkan kualitas pengelolaan risiko kepatuhan dan GCG Terintegrasi. TKT Committee - Improve the quality of compliance risk management and Integrated GCG.
2.	26 Januari 2018 26 January 2018	1. Laporan Semester II 2017 1 Laporan Semester II 2017 2. Satuan Kerja Kepatuhan Terintegrasi 3. Lain-lain 1. Second Semi-Annual Report 2017 1 Second Semi-Annual Report 2. Integrated Compliance Work Unit 3. Others
3.	7 Februari 2018 7 February 2018	Komite TKT - Mendengarkan presentasi SKAI Terintegrasi, Kepatuhan Terintegrasi dan SKMR Terintegrasi, termasuk dalam hal ini pembahasan proses <i>mapping</i> Grup Victoria semester II 2017. The TKT Committee listened to the Integrated SKAI, Integrated Compliance and SKMR presentations, including in this regard the discussion of the Victoria Group mapping process for the second semester 2017.
4.	10 Agustus 2018 10 August 2018	Komite TKT - Membahas Laporan Konglomerasi Keuangan Group Victoria dengan mendengarkan penjelasan SKMRT, SKKT dan SKAIT semester I 2018. TKT Committee - Discussed the Report on Victoria Group Financial Conglomeration by listening to explanation on SKMRT, SKKT and SKAIT for the first semester.

Pelaporan yang telah disampaikan pada tahun 2018, sebagai berikut:

Followings are reports submitted in 2018:

No.	Laporan Report	Realisasi realization
1.	Laporan Tahunan Pelaksanaan Tata Kelola Terintegrasi 2017 Annual Report on Integrated Governance Implementation 2017	Maret 2018 March 2018
2.	Pelaporan Penilaian (<i>Self Assessment</i>) Tata Kelola Terintegrasi Semester I 2018 Integrated Assessment of Integrated Governance of First Semester 2018	Juli 2018 July 2018
3.	Pelaporan Penilaian (<i>Self Assessment</i>) Tata Kelola Terintegrasi Semester II 2018 Integrated Assessment of Integrated Governance of Second Semester 2018	Januari 2019 January 2019

EVALUASI EFEKTIVITAS FUNGSI KEPATUHAN

Dalam rangka evaluasi atas Fungsi Kepatuhan, Divisi Kepatuhan telah melakukan identifikasi Potensi Risiko, Risiko Yang Dihadapi serta Mitigasi Risiko di Bidang Kredit.

1. POTENSI RISIKO KEPATUHAN

- a. Tidak dilaksanakannya prinsip-prinsip fungsi kepatuhan pada setiap tingkatan organisasi, antara lain:
 - 1) Tanggung jawab Dewan Komisaris dalam pengawasan pelaksanaan fungsi kepatuhan;
 - 2) Tugas Direksi dalam memastikan pelaksanaan kepatuhan di seluruh tingkatan organisasi;
 - 3) Tanggung jawab setiap Unit Kerja dalam mematuhi ketentuan dan peraturan perundang-undangan yang berlaku;

EVALUATION OF COMPLIANCE FUNCTION EFFECTIVENESS

In order to evaluate the Compliance Function, the Compliance Division has identified Potential Risks, Risks Assumed and Mitigation of Risks in the Loan Sector.

1. POTENTIAL OF COMPLIANCE RISK

- a. Non-performance of the compliance function principles at every level of the organization, inter alia:
 - 1) The responsibility of the Board of Commissioners in overseeing the implementation of the compliance function;
 - 2) Duties of the Board of Directors in ensuring compliance at all levels of the organization;
 - 3) The responsibility of each Work Unit in complying with the prevailing laws and regulations;

- 4) Tanggung jawab setiap orang dalam melaksanakan budaya kepatuhan.
 - b. Tidak dilakukan sistem dan prosedur Bank dengan baik.
 - c. Tidak ditindaklanjuti temuan OJK, SKAI, Auditor/Akuntan Publik.
2. RISIKO KEPATUHAN YANG DIHADAPI
- Berdasarkan analisa Divisi Kepatuhan dan merujuk temuan OJK 2018 bahwa Risiko tertinggi ada pada pemberian kredit, yaitu:
- a. Penggunaan fasilitas kredit yang kurang sesuai dengan tujuannya,
 - b. Menurunnya *performance* usaha debitur, karena belum efektifnya pemantauan secara berkala atas debitur;
 - c. Risiko rendahnya nilai pasar agunan yang akan diambil alih, bila dibandingkan dengan taksasi yang telah dilakukan.
3. MITIGASI RISIKO KEPATUHAN BIDANG KREDIT
- Dalam meningkatkan peran fungsi Kepatuhan dalam memitigasi risiko, khususnya dalam pemberian kredit, telah disampaikan penegasan pada kajian/*review* kepada Unit Bisnis maupun dalam rapat-rapat, atas hal-hal sebagai berikut:
- a. Meningkatkan pemantauan terhadap realisasi dalam pemberian kredit, sehingga sesuai antara kebutuhan debitur dengan fasilitas yang diberikan oleh Bank.
 - b. Meningkatkan analisa terhadap dokumen/data keuangan calon debitur terkini (*audited*), sehingga dapat memberi gambaran *performance* keuangan dan kinerja calon debitur secara akurat, serta kredit yang diberikan dapat mendukung kinerja usaha calon debitur.
 - c. Meningkatkan pemantauan dan analisisnya dalam melakukan penambahan pinjaman serta penggantian agunan pinjaman.
 - d. Meningkatkan pemantauan terhadap Debitur yang sudah cair kreditnya, hasil kunjungan dituangkan dalam *Call Report*.
 - e. Meningkatkan pemantauan terhadap usaha debitur secara berkala, sehingga kontinuitas atau kesinambungan usaha maupun hubungan Bank dengan debitur dapat terjalin dan saling mendukung.
 - f. Meningkatkan pemantauan secara berkala terhadap agunan:
 - 1) Untuk *stock* barang, sehingga Bank bisa mengetahui *progress* serta *performance* aktivitas usaha debitur secara dini serta mekanisme pengadministrasiannya.
 - 2) Untuk tanah kosong, sehingga Bank bisa mengetahui dan memitigasi secara dini terhadap risiko penguasaan agunan oleh pihak lain atau permasalahan yang lazim timbul terhadap lahan.
 - g. Melakukan pengikatan jaminan secara sempurna terutama untuk jaminan yang bukan atas nama debitur dan barang bergerak (*fiducia*).
 - h. Melakukan sosialisasi budaya patuh & risiko kepatuhan dalam rapat Komite Manajemen Risiko dan Komite Pemantau Pelaksanaan GCG.
 - i. Melakukan sosialisasi peraturan atau ketentuan Bank terutama yang berdampak langsung pada kegiatan operasional Bank.
- 4) The responsibility of everyone in implementing a culture of compliance.
 - b. Non-performance of Bank systems and procedures properly.
 - c. Non-follow up of OJK, SKAI, Auditor/Public Accountant findings.
2. COMPLIANCE RISK ASSUMED
- Based on the analysis of the Compliance Division and with reference to findings of the OJK 2018 that the highest Risk is in providing loans, include:
- a. Use of loan facilities inconsistent to their purpose,
 - b. Decreased debtor business performance, due to the lack of effective periodic monitoring of debtors;
 - c. Low risk in the collateral market value that will be taken over, when compared with the estimates done.
3. MITIGATION OF COMPLIANCE RISK ON LOAN SECTOR
- In improving the role of the Compliance function in mitigating the risk, particularly in providing loans, affirmations have been submitted for any review to Business Units or in meetings, on the following issues:
- a. Increasing monitoring of the realization in providing loans to be in line with the needs of the debtor with the facilities provided by the Bank.
 - b. Improving the analysis of the latest prospective debtor documents/financial data (audited), so as can provide an accurate description of the financial and the prospective debtor performances accurately, and loans provided can support the business performance of prospective debtors.
 - c. Improving the monitoring and analysis in adding loans and replacing loan collateral.
 - d. Increasing the monitoring of Debtors who have disbursed their loans, such results of the visit are set forth in the Call Report.
 - e. Increasing the monitoring of the debtor's business on a periodic basis, so that the business continuity and the relationship between the Bank and the debtor can be fostered and mutually supportive.
 - f. Improve regular monitoring of collateral:
 - 1) For item stock, so as the Bank can know the progress and performance of debtor business operations early and the administration mechanism.
 - 2) For vacant land, so as the Bank can know and mitigate early on the risk of collateral control by other parties or problems that commonly arise on land.
 - g. Perfectly binding guarantees, especially for guarantees that are not in the name of debtors and movable assets (fiduciary).
 - h. Disseminating compliant culture & compliance risk at the Risk Management Committee and GCG Implementation Monitoring Committee meetings.
 - i. Disseminating Bank rules or regulations, particularly those that have a direct impact on the Bank's operational activities.

- j. Menyampaikan komitmen-komitmen yang perlu ditindaklanjuti dalam LHP Audit OJK, untuk segera ditindaklanjuti.
- k. Mengkomunikasikan hal-hal yang menjadi *concern* OJK, dalam memitigasi temuan berulang.
- l. Ketaatan dalam pemenuhan ketentuan prinsip kehati-hatian seperti BMPK.

PROGRAM ANTI PENCUCIAN UANG (APU) DAN PENCEGAHAN PENDANAAN TERORISME (PPT)

Seiring dengan kegiatan operasional perbankan saat ini yang ditandai dengan semakin kompleksnya produk dan aktivitas perbankan yang ditawarkan, serta meningkatnya kegiatan operasional perbankan, maka kondisi ini meningkatkan risiko Bank sebagai media atau tujuan kegiatan pencucian uang dan pendanaan terorisme.

Dalam rangka mencegah Bank dijadikan sasaran kegiatan pencurian uang dan pendanaan terorisme, maka Bank tunduk pada:

1. Undang-Undang No. 8 tahun 2000 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang.
2. Undang-Undang No. 9 tahun 2013 tentang Pencegahan dan Pemberantasan Tindak Pidana Pendanaan Terorisme.
3. Peraturan Bank Indonesia No. 14/27/PBI/2012 tanggal 28 Desember 2012 dan Surat Edaran Bank Indonesia No. 15/21/DPNP tanggal 14 Juni 2013 tentang Penerapan Program Anti Pencucian Uang dan Penerapan Pendanaan Terorisme bagi Bank Umum, yang mewajibkan kepada seluruh Bank di Indonesia untuk menerapkan program Anti Pencucian Uang (APU) dan Pencegahan Pendanaan Terorisme (PPT).

Agar penerapan program anti pencucian uang dan pencegahan pendanaan terorisme dapat berjalan efektif, Bank telah melakukan beberapa hal sebagai berikut:

1. **Kebijakan dan Prosedur**, yang meliputi diantaranya:
 - a. Identifikasi dan verifikasi calon nasabah (termasuk *beneficial owner*).
 - b. *Customer due diligence* (CDD) atau penerapan prinsip-prinsip *know your customer* (KYC) dan *enhance due diligence* (EDD).
 - c. Penerapan *risk based approach* (RBA).
 - d. Area berisiko tinggi dan *politically exposed person* (PEP).
 - e. Pelaksanaan CDD/KYC oleh pihak ketiga.
 - f. Pemantauan dan pelaporan.
 - g. Prosedur transfer dana.
 - h. Sistem informasi manajemen.
 - i. *Human capital* dan pelatihan.
 - j. Pengendalian Internal.

2. Pengawasan Manajemen

Direksi Bank bertanggung jawab untuk memastikan bahwa penerapan Prinsip APU dan PPT berjalan secara efektif dengan cara:

- a. Memastikan bahwa Bank telah mempunyai kebijakan dan prosedur penerapan program APU dan PPT.
- b. Mengusulkan kebijakan tertulis program APU dan PPT kepada Dewan Komisaris.
- c. Memastikan penerapan program APU dan PPT sesuai dengan kebijakan dan prosedur tertulis yang telah ditetapkan.

- j. Delivering commitments that need to be followed up in the OJK Audit LHP, to be immediately followed up.
- k. Communicating matters that are a *concern* of the OJK, in mitigating repeated findings.
- l. Observance in fulfilling provisions of the prudent principle such as the BMPK.

ANTI-MONEY-LAUNDERING (AML) AND COUNTER-TERRORISM-FINANCING (CTF) PROGRAMS

In line with the current banking operations which are characterized by increasingly complex banking products and activities offered, and the increased banking operations, this condition increases the risk of the Bank as a medium or the purpose of money laundering and terrorism financing activities.

In order to prevent the Bank from being a target of money theft and terrorism financing activities, the Bank is subject to:

1. Law No. 8 of 2000 on Prevention and Eradication of Money Laundering Crimes.
2. Law No. 8 of 2013 on Prevention and Eradication of Terrorism Financing Crimes.
3. Bank Indonesia Regulation No.4/27/PBI/2012 dated 28 December 2012 and Bank Indonesia Circular Letter No.15/21/DPNP dated 14 June 2013 on the Implementation of Anti-Money Laundering Program and Counter-Terrorism Financing for Commercial Banks, which requires all Banks in Indonesia to implement Anti-Money Laundering (AML) and Counter-Terrorism Financing (CTF) programs.

For effective programs implementation of anti-money laundering and prevention of terrorism financing, the Bank has undertaken the following:

1. **Policies and Procedures**, which include:
 - a. Identification and verification of prospective customers (including beneficial owners).
 - b. Customer due diligence (CDD) or the application of knowing your customer (KYC) principles and enhance due diligence (EDD).
 - c. Application of risk based approach (RBA).
 - d. High-risk areas and politically exposed person (PEP).
 - e. CDD/KYC implementation by third parties.
 - f. Monitoring and reporting.
 - g. Procedure for transferring funds.
 - h. Management information system.
 - i. Human capital and training.
 - j. Internal control.

2. Management Supervision

The Bank's Board of Directors is responsible for ensuring that the application of the AML and CTF Principles runs effectively by:

- a. Ensuring that the Bank holds policies and procedures for implementing the AML and CTF programs.
- b. Proposing written policies for the AML and CTF programs to the Board of Commissioners.
- c. Ensuring the implementation of the AML and CTF programs in accordance with the specified written policies and procedures.

- d. Membentuk unit kerja khusus yang melaksanakan program APU dan PPT dan/atau menunjuk Pejabat yang bertanggungjawab terhadap program APU dan PPT di Kantor Pusat.
- e. Melakukan pengawasan atas kepatuhan satuan kerja dalam menerapkan program APU dan PPT.
- f. Memastikan bahwa kantor cabang wajib memiliki unit kerja khusus dan memiliki:
 - Pegawai yang menjalankan fungsi unit kerja khusus, atau
 - Pejabat yang mengawasi penerapan program APU dan PPT.
- g. Memastikan bahwa kebijakan dan prosedur tertulis mengenai program APU dan PPT sejalan dengan perubahan dan pengembangan produk, jasa, dan teknologi Bank serta sesuai dengan perkembangan modus pencucian uang atau pendanaan terorisme.
- h. Memastikan bahwa seluruh pegawai, khususnya pegawai dari unit kerja terkait dan pegawai baru, telah mengikuti pelatihan yang berkaitan dengan program APU dan PPT secara berkala.

3. Pengawasan Dewan Komisaris adalah:

- a. Menyetujui kebijakan tentang program APU dan PPT.
- b. Memantau pelaksanaan tugas dan tanggung jawab Direksi dalam melaksanakan program APU dan PPT.

4. Sumber Daya Manusia dan Pelatihan

Untuk menghasilkan sumber daya manusia yang mempunyai pengetahuan yang memadai di dalam menjalankan tugas-tugasnya, Bank berkewajiban menyediakan program pelatihan bagi seluruh karyawannya di bidang APU dan PPT. Adapun cakupan materi pelatihan diantaranya adalah sebagai berikut:

- a. Implementasi peraturan perundang-undangan yang terkait dengan program APU dan PPT.
- b. Tipologi pencucian uang dan pendanaan terorisme, dan
- c. Kebijakan dan prosedur internal penerapan program APU dan PPT, serta peran dan tanggung jawab karyawan dalam memberantas pencucian uang dan pendanaan terorisme.

5. Audit dan Kepatuhan

Untuk menguji efektivitas bahwa pelaksanaan program APU dan PPT tersebut telah dilaksanakan

Sesuai dengan ketentuan yang berlaku, maka diperlukan pemantauan oleh pihak independen secara berkala oleh auditor internal dan eksternal. Berdasarkan hasil pemantauan yang dilaksanakan sepanjang tahun 2018, tidak ditemukan indikasi terjadinya tindak pidana pencucian uang dan pendanaan terorisme di Bank Victoria.

- d. Establishing a special work unit that implements the AML and CTF programs and/ or designates Officials in charge of the AML and CTF programs at the Head Office.
- e. Supervising the compliance of working facilities in implementing the AML and CTF programs.
- f. Ensuring that branch offices must have a special work unit and hold:
 - Employees who perform a special work unit functions, or
 - Officials overseeing the implementation of the AML and CTF programs.
- g. Ensuring that written policies and procedures on the AML and CTF programs are in line with changes and development of Bank products, services and technology and are in line with the development of the mode of money laundering or terrorism financing.
- h. Ensuring that all employees, particularly employees of the relevant work units and new employees, have been regularly trained in the AML and CTF programs.

3. The supervision of the Board of Commissioners is:

- a. To approve policies on the AML and CTF programs.
- b. To monitor the implementation of duties and responsibilities of the Board of Directors in implementing the AML and CTF programs.

4. Human Resources and Training

To produce human resources having adequate knowledge in carrying out their duties, the Bank is obligated to provide the Training program for all employees in the field of AML and CTF. The scope of training materials includes the following:

- a. Implementation of legislation related to the AML and CTF programs.
- b. Typology of money laundering and terrorism financing, and
- c. Internal policies and procedures for the implementation of the AML and CTF programs, and roles and responsibilities of employees in combating money laundering and terrorism financing.

5. Audit and Compliance

To test the effectiveness that AML and CTF programs have been implemented

According to applicable provisions, a periodic monitoring by independent parties is required by internal and external auditors. In accordance with the monitoring and audit results conducted throughout 2018, no indication of money laundering and terrorism financing was found in Bank Victoria.

PEMBERIAN DANA KEGIATAN SOSIAL DAN/ATAU POLITIK

Pemberian dana kegiatan sosial yang dilakukan Bank Victoria secara rinci telah tersaji dalam Bab *Corporate Social Responsibility* dalam laporan tahunan ini. Sedangkan untuk pemberian dana kegiatan politik Bank Victoria tidak terlibat di dalam kegiatan politik, serta tidak memberikan dana untuk kepentingan politik.

PROVISION OF FUNDS FOR SOCIAL AND/OR POLITICAL ACTIVITIES

The funding of social activities conducted by Bank Victoria in detail has been presented in the *Corporate Social Responsibility* Chapter in this annual report. Whereas for the provision of funds for political activities, Bank Victoria was not involved in political activities, nor did it provide funds for political purposes.

PERKARA PENTING

Sepanjang tahun 2018, jumlah permasalahan hukum perdata dan pidana yang telah selesai (telah mempunyai kekuatan hukum yang tetap) dan yang masih dalam proses penyelesaian dapat disajikan melalui tabel sebagai berikut:

Tabel Perkara Penting
List of Important Legal Cases

No.	Perkara Penting Important Legal Case	Jumlah / Total		
		Perdata Civil	Pidana Criminal	Hubungan Industrial Industrial Relations
1.	Telah Selesai (telah mempunyai kekuatan hukum yang tetap) Finalized (has a final decision)	1	-	-
2.	Dalam proses penyelesaian Trial process is underway	5	-	-
Total		6	-	-

IMPORTANT LEGAL CASES

Throughout 2018, numbers of civil and criminal legal cases already finalized (having a final decision) and of which the trial process is underway are shown in the following table:

PERKARA PENTING YANG DIHADAPI PERUSAHAAN

IMPORTANT LEGAL CASES FACED BY THE COMPANY

Tabel Perkara Penting yang Dihadapi Perusahaan
List of Important Legal Cases Faced by the Company

No	Pokok Perkara/ Gugatan Merits of Case / Claim	Status Penyelesaian Accomplishment Status	Pengaruh Terhadap Kondisi Perusahaan Effect on the Company's Condition	Sanksi administrasi (yang dikenakan kepada Perusahaan, oleh otoritas terkait pasar modal, perbankan dan lainnya pada tahun buku 2018 (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi) Administrative Sanction (imposed on the Company, by authorities related to the capital market, banking and others in the 2018 financial year (or there is a statement that administrative sanctions are not imposed)
1.	Kasus PT Sinar Pematang Mitra di Pengadilan Negeri Tangerang No. 708/Pdt.G/2015/PN.Tng The case of PT Sinar Pematang Mitra at the Tangerang District Court No. 708/Pdt.G/2015/PN.Tng	Masih dalam proses Kasasi Still in the process of Cassation	-	-

No	Pokok Perkara/ Gugatan Merits of Case / Claim	Status Penyelesaian Accomplishment Status	Pengaruh Terhadap Kondisi Perusahaan Effect on the Company's Condition	Sanksi administrasi (yang dikenakan kepada Perusahaan, oleh otoritas terkait pasar modal, perbankan dan lainnya pada tahun buku 2018 (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi) Administrative Sanction (imposed on the Company, by authorities related to the capital market, banking and others in the 2018 financial year (or there is a statement that administrative sanctions are not imposed)
2.	Kasus PT Surya Sunjaya Industri di Pengadilan Negeri Jakarta Pusat No. 351/ Pdt.G/2016/PN.Jkt.Pst The case of PT Surya Sunjaya Industri at the Central Jakarta District Court No. 351/Pdt.G/2016/ PN.Jkt.Pst	Telah dikeluarkan Putusan Kasasi Cassation Decision	-	-
3.	Kasus Sadeni Hendarman di Pengadilan Negeri Tangerang No. 467/ Pdt.G/2016/PN.Tng The case of Sadeni Hendarman at the Tangerang District Court No. 467/ Pdt.G/2016/PN.Tng	Masih dalam Proses Kasasi Still in the Process of Cassation	-	-
4.	Kasus Wingki Waluyo Kushadi (CV. Sundoro Asia) di Pengadilan Negeri Jakarta Timur No. 301/Pdt.G.Plw/2017/ PN.Jkt.Tim The case of Wingki Waluyo Kushadi (CV. Sundoro Asia) at the East Jakarta District Court No. 301/Pdt.G.Plw/2017/ PN.Jkt.Tim	Masih dalam Proses Banding Still in the Appeal Process		
5.	Kasus PT. Luvin Indonusa di Pengadilan Negeri Jakarta Pusat No. 194/ Pdt.G/2017/PN.Jkt.Pst The case of PT. Luvin Indonusa at the Central Jakarta District Court No. 194/ Pdt.G/2017/PN.Jkt.Pst	Masih dalam Proses Banding Still in the Appeal Process		
6.	Kasus PT. Tiara Adtya Makmur di Pengadilan Negeri Jakarta Timur No. 36/Pdt.G/2018/ PN.Jkt.Tim dan 497/ Pdt.G/2018/PN.Jkt.Tim The case of PT. Tiara Adtya Makmur the East Jakarta District Court No. 36/ Pdt.G/2018/PN.Jkt.Tim and 497/Pdt.G/2018/ PN.Jkt.Tim	- Untuk Perkara dengan Nomor Register No. 36/Pdt.G/2018/PN.Jkt.Tim: Masih dalam proses banding. - Untuk Perkara dengan Nomor Register No. 497/Pdt.G/2018/PN.Jkt.Tim: Dalam proses mediasi - For the case with Registration Number 36/Pdt.G/2018/PN.Jkt.Tim: Still in the appeal process - For the case with Registration Number 497/Pdt.G/2018/PN.Jkt.Tim: In the mediation process		

PERMASALAHAN HUKUM YANG SEDANG DIHADAPI DEWAN KOMISARIS DAN DIREKSI YANG SEDANG MENJABAT

Selamat tahun 2018 tidak terdapat permasalahan hukum yang sedang dihadapi Dewan Komisaris maupun Direksi.

LEGAL ISSUES FACED BY INCUMBENT BOARDS OF COMMISSIONERS AND DIRECTORS

Throughout 2018, there are no legal issues faced by the Board of Commissioners or the Board of Directors.

PERKARA PENTING YANG DIHADAPI ANAK PERUSAHAAN

IMPORTANT LEGAL CASES FACED BY SUBSIDIARIES

Tabel Perkara Penting yang Dihadapi Anak Perusahaan
Table of Important Legal Cases Faced by Subsidiaries

No.	Perkara Penting Important Legal Case	Jumlah / Total		
		Perdata Civil	Pidana Criminal	Hubungan Industrial Industrial Relations
1.	Telah Selesai (telah mempunyai kekuatan hukum yang tetap) Finalized (has a final decision)	3	-	-
2.	Dalam proses penyelesaian Trial process is underway	10	-	-
Total		13	-	-

AKSES INFORMASI DAN DATA PERUSAHAAN

Untuk memudahkan pemangku kepentingan dalam mengakses informasi dan data terkait Bank Victoria, maka Bank telah menyediakan media penyebaran informasi yang memungkinkan pemangku kepentingan dapat menggunakan haknya secara penuh. Penyebaran informasi tersebut antara lain dilakukan melalui media berikut:

1. Media elektronik, seperti situs dan email (**corsec@victoriabank.co.id**) untuk menyampaikan informasi yang relevan, termasuk laporan tahunan. Pemangku kepentingan yang ingin mendapatkan informasi Bank secara berkala dapat mengirimkan pesan melalui email tersebut dan dapat mendaftarkan identitas serta alamat emailnya pada *mailing list* melalui situs Bank (**www.victoria.co.id**)
2. Situs laman Bank, yaitu **www.victoriabank.co.id**, yang telah memuat bagian khusus informasi Pemegang Saham serta berbagai laporan dan publikasi yang dapat diunduh dengan mudah oleh pemangku kepentingan.
3. Situs laman Bursa Efek Indonesia, yaitu **www.idx.co.id** yang menyediakan informasi mengenai perkembangan harga saham Bank Victoria sehingga pemangku kepentingan dapat dengan mudah mengakses dan memantau harga saham Bank melalui *website* tersebut.
4. Informasi melalui media Situs laman, antara lain email, majalah/ buletin internal, poster dan *banner*.

Selain itu, untuk mendapatkan informasi lebih lanjut mengenai Bank Victoria masyarakat umum dan investor dapat menghubungi:

Corporate Secretary

Ruly Dwi Rahayu
Jl. Jend. Gatot Subroto Kav. 23
Jakarta Selatan 12930
Indonesia
Telepon : (021) 522 8888
Fax : (021) 522 5244
Email : **corsec@victoriabank.co.id**
Website : **www.victoriabank.co.id**

ACCESS TO COMPANY'S INFORMATION AND DATA

To facilitate stakeholders in accessing information and data related to Bank Victoria, the Bank has provided information dissemination media that enables stakeholders to exercise their rights in full. The dissemination of such information is done through the following media.

1. Electronic media, such as sites and email (**corsec@victoriabank.co.id**) to disseminate relevant information, including annual report. Stakeholders who intend to obtain the Bank's information on a regular basis can send messages via email and can register their identity and email address on the *mailing list* via the Bank's website (**www.victoria.co.id**)
2. The Bank's *Website*, **www.victoriabank.co.id**, that contains a special section of Shareholders information and various reports and publications that stakeholders can download easily.
3. Indonesia Stock Exchange *Website*, which is **www.idx.co.id**, providing information on the development of Bank Victoria stock prices so that stakeholders can easily access and monitor the Bank's stock price through the *website*.
4. Information through other media, including email, internal magazines/bulletins, posters, and *banners*.

In addition, to get more information about Bank Victoria, the public and investors can contact:

Corporate Secretary

Ruly Dwi Rahayu
Jl. Jend. Gatot Subroto Kav. 23
South Jakarta 12930
Indonesia
Phone : (021) 522 8888
Fax : (021) 522 5244
Email : **corsec@victoriabank.co.id**
Website : **www.victoriabank.co.id**

Situs Laman

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik, maka Bank Victoria telah melengkapi *website* perusahaan dengan beberapa informasi penting, seperti informasi mengenai Pemegang Saham, struktur grup Bank, analisis kinerja keuangan, laporan keuangan 5 (lima) tahun terakhir, profil Dewan Komisaris dan Direksi, penerapan tata kelola, serta informasi lainnya yang dianggap perlu dipublikasikan, khususnya untuk kepentingan pemangku kepentingan. Informasi-informasi yang disajikan dalam situs laman senantiasa diperbaharui secara berkala oleh Bank. Uraian terkait informasi pada *website* Bank telah disampaikan pada pembahasan Informasi pada *Website* Perusahaan pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Website

Pursuant to Financial Services Authority (OJK) Regulation No. 8/POJK.04/2015 on the Issuers' or Public Company's Website, Bank Victoria has completed the Company's *website* with some key information, such as information on Shareholders, Bank Group structure, financial performance analysis, financial statements of the last 5 (five) years, profile of Boards of Commissioners and Directors, corporate governance implementation, as well as other information deemed necessary to be published, particularly for the interest of stakeholders. The information presented on the *website* is always updated regularly by the Bank. The information-related description on the Bank's *website* has been presented on the discussion of Information on the Company's *Website* in the Company Profile chapter in this Annual Report.

SIARAN PERS

PRESS RELEASE

No.	Tanggal Date	Siaran Pers Press Release
1.	11 Januari 2018 / 11 January 2018	Relokasi Cabang Pasar Baru. / Relocation of Pasar Baru Branch.
2.	20 Januari 2018 / 20 January 2018	Rapat Kerja Bank Victoria 2018. / Bank Victoria 2018 Work Meeting.
3.	12 Februari 2018 / 12 February 2018	Pengumuman Pengalihan Layanan Kantor Bank Victoria. / Announcement on Services Switch of Bank Victoria Office.
4.	30 Mei 2018 / 30 May 2018	Bulan Ramadhan 2018. / Ramadhan Month 2018.
5.	13 Juli 2018 / 13 July 2018	Program Edukasi Perencanaan Keuangan Rumah Tangga. / Education Program on Household Financial Planning.
6.	26 Juli 2018 / 26 July 2018	Pengumuman Pemindahan Kantor Pusat. / Announcement of the Head Office Transfer.
7.	31 Juli 2018 / 31 July 2018	Penandatanganan Kerjasama: Bank Victoria dan Victoria Alife. / Signing of Cooperation: Bank Victoria and Victoria Alife.
8.	18 Agustus 2018 / 18 August 2018	Launching GPN Kantor Cabang Manado. / Launching of Manado Branch Office GPN.
9.	21 September 2018 / 21 September 2018	CSR Bank Victoria: Peduli Lombok. / Bank Victoria CSR: Care for Lombok.
10.	26 September 2018 / 26 September 2018	Indonesia <i>Banking Awards</i> 2018. / Indonesia Banking Awards 2018.
11.	27 September 2018 / 27 September 2018	Investor Summit dalam Acara <i>Public Expose Marathon</i> di Makassar. / Investor Summit at the Public Expose Marathon Event in Makassar.
12.	4 Oktober 2018 / 4 October 2018	CEO Forum Perbanas-LPS " <i>Update Perkembangan LPS</i> ". / Perbanas-LPS CEO Forum "Update on LPS Development".
13.	5 Oktober 2018 / 5 October 2018	Merayakan Ulang Tahun Bank Victoria yang Ke 24. / Celebrated the 24th Bank Victoria Anniversary.
14.	5 Oktober 2018 / 5 October 2018	CSR Bank Victoria untuk SD Laksa Bhakti. / Bank Victoria CSR for SD Laksa Bhakti.
15.	18 Oktober 2018 / 18 October 2018	Partisipasi Bank Victoria dalam Kegiatan Sosial OJK Peduli di Palu, Sulawesi Tengah. / Bank Victoria's Participation in Social Activities of OJK Care for Palu, Central Sulawesi.
16.	26 Oktober 2018 / 26 October 2018	Acara Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) BVIC 2018. / Event of the BVIC 2018 Extraordinary General Meeting of Shareholders (EGMS).
17.	16 November 2018 / 16 November 2018	Acara Perbanas IBEX 2018. / IBEX 2018 Perbanas Event
18.	17 November 2018 / 17 November 2018	CEO Forum PT Bank Victoria International di Perbanas Institute. / CEO Forum of PT Bank Victoria International at Perbanas Institute.
19.	30 November 2018 / 30 November 2018	Inilah Para Pemenang Indonesia <i>Best Banking Award</i> 2018. / These are Winners of Indonesian Best Banking Award 2018.

BULETIN

Sebagai bentuk kemudahan akses informasi bagi para Pemangku Kepentingan, Bank Victoria telah mengeluarkan media penyampaian informasi berupa buletin yang dikenal dengan nama Victoria News. Berikut tabel terkait penyampaian informasi melalui Victoria News yang terbit selama tahun 2018:

BULLETIN

As a form of easy access to information for stakeholders, Bank Victoria has issued a bulletin medium for delivering information, which is known as Victoria News. The following table is related to the dissemination of information through Victoria News published throughout 2018:

Konten Buletin Bulletin Content	Edisi Edition	Tanggal Terbit Date of Issuance
- Relokasi Cabang Pasar Baru / Relocated Pasar Baru Branch - Rapat Kerja Bank Victoria 2018 / Bank Victoria Working Meeting 2018 - Edukasi Ayo Ke Bank / Education on Let's Go to the Bank - Pembukaan Kantor Cabang Semarang / Grand Opening of Semarang Branch Office	Januari-Februari 2018 January-February 2018	7 Maret 2018 7 March 2018
- RUPS Bank Victoria 2018 / AGMS of Bank Victoria 2018 - Bank Victoria Photo Contest 2018 / Bank Victoria Photo Contest 2018 - Bulan Ramadhan / Ramadhan Month	April-Juni 2018 April-June 2018	8 Juni 2018 8 June 2018
- Penandatanganan Kerja sama: Bank Victoria dan Victoria Alife / Signing Ceremony: Bank Victoria and Victoria Alife - Mini Town Hall Bank Victoria / Mini Town Hall Bank Victoria - Program Edukasi Perencanaan Keuangan Rumah Tangga / Education Program on Household Financial Planning - Perpindahan Kantor Pusat Bank Victoria / Transfer of Bank Victoria Head Office - Dirgahayu Republik Indonesia 73 Tahun / 73 Years Long Life of the Republic of Indonesia	Juli-Agustus 2018 July-August 2018	28 Agustus 2018 28 August 2018
- Edukasi Perbankan dan Bulan Inklusi Keuangan / Education on Banking and Financial Inclusion Month - Bantuan Victoria Peduli Bagi Korban Gempa Palu Donggala / Victoria Aids in Care for Earthquake Victims in Donggala Palu - Bantuan Victoria Peduli Bagi Korban Gempa Bumi Lombok / Victoria Aids in Care for Earthquake Victims in Lombok - HUT Bank Victoria ke-24 / 24th Anniversary of Bank Victoria - Indonesia Best Banking Award 2018 / Indonesia Best Banking Award 2018 - Pembukaan Kantor Cabang Makassar / Grand Opening of Makassar Branch Office - Natal Bersama Bank Victoria / Bank Victoria Joint Christmas - Victoria Peduli SD Laksa Bhakti Jembatan 5 / Victoria Care for SD Laksa Bhakti Jembatan 5	Desember 2018 December 2018	31 Desember 2018 31 December 2018

TRANSPARANSI PENYAMPAIAN LAPORAN

Bank Victoria senantiasa mempraktikkan prinsip transparansi dalam menyampaikan laporan yang telah dibuatnya. Beberapa laporan tersebut terkait dengan laporan keuangan, laporan kinerja Bank, laporan atas hasil RUPS, dan laporan lain-lain yang disampaikan kepada regulator. Berikut jumlah laporan yang telah disampaikan oleh Bank Victoria sepanjang tahun 2018.

Tabel Transparansi Penyampaian Laporan
Table of Report Submission Transparency

Regulator Regulators	Jumlah Total
Bursa Efek Indonesia / Indonesia Stock Exchange	100
Otoritas Jasa Keuangan / Financial Services Authority	128

KODE ETIK

Sebagai lembaga keuangan yang berkomitmen penuh dalam menjalankan prinsip-prinsip GCG dalam setiap lini bisnisnya, Bank Victoria telah menetapkan Kode Etik berdasarkan pada Surat Keputusan Direksi No. 002/SK-DIR/02/16 tanggal 15 Februari 2016 tentang Pedoman Kode Etik Perilaku Karyawan PT Bank Victoria International Tbk. *Code of Conduct* disusun untuk menjadi acuan perilaku bagi Dewan Komisaris, Direksi dan seluruh karyawan Bank dalam menerapkan nilai-nilai

REPORT SUBMISSION TRANSPARENCY

Bank Victoria always practices the principle of transparency in submitting reports it has made. Some of these reports are related to financial statements, Bank performance reports, reports on results of the GMS, and other reports submitted to regulators. The following is the number of reports submitted by Bank Victoria throughout 2018.

CODE OF CONDUCT

As a financial institution that is fully committed in conducting GCG principles in every business line, Bank Victoria has established the Code of Conduct under the Board of Directors' Decree No. 002/SK-DIR/02/16 dated 15 February 2016 on Guidelines of Employee's Code of Conduct of PT Bank Victoria International Tbk. The *Code of Conduct* is prepared to serve as a guideline for Boards of Commissioners, Directors, and all of the Bank's employees in applying values and business ethics to be part

dan etika bisnis agar menjadi bagian dari budaya Bank guna mencapai Visi dan Misi Bank. Pelaksanaan Kode Etik sebagai pedoman berperilaku secara profesional, bertanggung jawab, wajar, patut dan dipercaya dalam melakukan hubungan bisnis dengan para pelanggan, rekanan, maupun dengan rekan sekerja menjadi tanggung jawab seluruh insan Bank Victoria.

POKOK-POKOK KODE ETIK

Kode Etik berisi komitmen Bank kepada berbagai pihak yang berkepentingan dan merupakan perwujudan dari etika bisnis serta etika kerja bagi segenap insan Bank Victoria. Pokok isi dari Kode Etik Bank Victoria terdiri atas standar etika bisnis dan standar perilaku karyawan diuraikan sebagai berikut:

of the Bank's culture in order to achieve the Bank's Vision and Mission. The implementation of Code of Conduct as behavioral guidelines on a professional, responsible, reasonable, proper, and trustworthy manner in building business relationships with customers, partners, and co-workers becomes the responsibility of all Bank Victoria employees.

PRINCIPLES OF CODE OF CONDUCT

Code of Ethics contains the Bank's commitment to various parties concerned and as a manifestation of business and work ethics for all Bank Victoria employees. The main point of the Bank Victoria Code of Ethics consists of standards of business ethics and employee behavior described as follows:

Tabel Pokok-Pokok Kode Etik Terkait Standar Etika Bisnis

The Table of Code of Ethics Principals Regarding the Standards of Business Ethics

Standar Etika Bisnis Business Ethics Standards	Keterangan Description
Etika Bank dengan Karyawan Bank Ethics with the Employees	Bank berkomitmen dalam hubungan kerja antara Bank dengan karyawan dengan memberikan rasa keadilan perlakuan terhadap karyawan termasuk penugasan dan aktivitas karyawan baik didalam Bank maupun diluar Bank, larangan keterlibatan karyawan dalam Aktivitas Bisnis maupun Surat Berharga Bank, kedisiplinan karyawan terkait dengan Bank termasuk mengatur kedisiplinan waktu kerja karyawan, Bank memberikan karyawan lingkungan kerja yang baik, sehat dan aman, serta Bank memberikan kebebasan kepada karyawan untuk menyampaikan aspirasinya, baik secara individual maupun secara kolektif. The Bank is committed to maintain a good working relationship between the Bank and employees by providing a sense of fairness in treating the employees including assignments and employee activities within and outside the Bank, prohibiting employee involvement in Bank Business Activities and Bank Securities, employee discipline related to the Bank include regulating employee work hour, the Bank provides a good, healthy and safe work environment for the employees, and the Bank gives freedom to the employees to convey their aspirations, individually and collectively.
Etika Bank dengan Nasabah Bank Ethics with the Customers	Bank mengutamakan kepuasan dan kepercayaan nasabah. Oleh karena itu, Bank Menawarkan produk dan jasa sesuai dengan standar mutu yang telah ditetapkan serta Memberikan layanan terbaik kepada nasabah dan menindaklanjuti keluhan, nasabah secara adil tanpa diskriminasi. The Bank prioritizes customer satisfaction and trust. Therefore, The Bank offers products and services in accordance with established quality standards and provide the best service to the customers and follow up on any customers complaints fairly without discrimination.
Etika Bank Dengan Penyedia Barang Dan Jasa Bank Ethics with the Providers of Goods and Services	Bank mengutamakan evaluasi yang objektif dalam pengadaan barang dan jasa yang dibutuhkan oleh Bank. Oleh karena itu Pemilihan penyedia barang dan jasa harus didasari atas penilaian kemampuan, prestasi, dan berdasarkan kepatuhan serta obyektifitas di bidang standar harga, kualitas, ketersediaan persyaratan serta pelayanan yang diberikan oleh rekanan atau pemasok. The Bank prioritizes objective evaluation in the procurement of goods and services needed by The Bank. Therefore the selection of providers of goods and services must be based on the assessment of capabilities, achievement, and based on compliance and objectivity in price standard, quality, availability of requirements and services provided by partners or suppliers.
Etika Bank Dengan Pesaing Bank Ethics with the Competitors	Bank menempatkan pesaing sebagai pendorong peningkatan kinerja secara berkesinambungan. Oleh karena itu, Bank senantiasa melakukan beberapa hal, antara lain Bank patuh erhadap ketentuan Undang-Undang Anti Monopoli serta melakukan persaingan yang sehat dan kompetitif dengan meningkatkan keunggulan produk dan layanan yang bermutu. The Bank places competitors as a driver to continuously improve its performance. Therefore, the Bank always conducts a number of measures, including the Bank adhering to the provisions of the Anti-Monopoly Law as well as conducting fair and competitive competition by improving the excellence of quality products and services.

Standar Etika Bisnis Business Ethics Standards	Keterangan Description
Etika Bank Dengan Pemerintah Bank Ethics with the Government	Bank berkomitmen mematuhi peraturan perundang-undangan yang berlaku. The Bank is committed to comply with applicable laws and regulations.
Etika Bank Dengan Masyarakat Bank Ethics with the Public	Bank berkomitmen untuk memberikan kontribusi positif dalam pengembangan ekonomi yang berkelanjutan dengan memperhatikan tanggung jawab sosial dengan menitik beratkan pada keseimbangan terhadap aspek ekonomi, sosial dan lingkungan. The Bank is committed to make a positive contribution to sustainable economic development by paying attention to social responsibility while emphasizing on the balance of economic, social and environmental aspects.
Etika Bank Dengan Media Masa Bank Ethics with Mass Media	Bank menjadikan media massa sebagai mitra kerja dan media dalam melakukan promosi dalam rangka membangun citra yang baik, dengan cara Bank memberikan informasi yang relevan dan berimbang kepada media massa, baik informasi yang bersifat umum, khusus, strategis maupun sensitif serta Bank menerima dan menindaklanjuti kritik-kritik membangun yang disampaikan melalui media massa dengan tetap memperhatikan aspek risiko dan biaya. The Bank intends to make the mass media as their work partner and promotion means to build a good image, where the Bank providing relevant and balanced information to the mass media, general, special, strategic and sensitive information. The Bank also accepts and follows up on constructive issues that are conveyed through mass media while taking into account the risk aspects.
Etika Bank dengan Organisasi Profesi Bank Ethics with Profession Organizations	Bank membina hubungan kerjasama yang baik dengan organisasi profesi dalam rangka <i>sharing</i> informasi, pengalaman dan berdiskusi tentang perkembangan bisnis, serta mencari solusi terbaik dalam menyelesaikan permasalahan yang menjadi kepentingan bersama. The Bank fosters good cooperative relations with profession organizations in sharing information, experience and discuss business developments, as well as looking for the best solution in solving common problems.

Tabel Pokok-Pokok Kode Etik Terkait Standar Perilaku Karyawan
The Table of Code of Ethics Principal Regarding the Standards of Employee Behavior

Standar Etika Bisnis Employee Behavior Standards	Keterangan Description
Tuntutan Perilaku Karyawan Demands of Employee Behavior	Adalah penting bagi Bank untuk mendapatkan citra yang baik dan terhormat dalam masyarakat. Citra yang baik itu dapat dibentuk dari cara Bank melayani pihak luar seperti nasabah, calon nasabah, relasi, rekanan dan sama pentingnya adalah cara pelayanan Bank ke dalam diantara sesama karyawan sendiri. Sikap dan perilaku dalam pelayanan keluar dan ke dalam sangatlah menentukan dan berdampak luas. Untuk itu semua karyawan harus memperhatikan hal-hal tersebut dengan menerapkan norma kesopanan dan etika moral, menerapkan disiplin kerja, serta mendukung tercapainya tujuan Bank. It is important for the Bank to get a good and respectful image in public. A good image can be formed from the way the Bank serves outside parties such as customers, prospective customers, relations, and partners. Equally important are how the Bank treated its employees. The attitude and behavior internally and externally are very decisive and have a broad impact. Thus, all employees must pay attention to these matters by always behave courteously with moral ethics, applying work discipline, and supporting the achievement of the Bank's goals.
Penanganan Benturan Kepentingan Handling Conflict of Interest	Bank mengutamakan kepuasan dan kepercayaan nasabah. Oleh karena itu, Bank Karyawan yang memiliki hubungan kekerabatan dengan karyawan lain di Bank, harus melaporkan hubungan kekerabatan tersebut kepada Divisi Human Capital Management. Hal ini dilakukan agar Divisi Human Capital Management dapat mengatur posisi masing-masing karyawan agar tidak saling menimbulkan benturan kepentingan. The Bank's employees who have family relationship with other employees must report this family relationship to the Human Capital Division Management. This is done so that the Human Capital Division Management can regulate the position of each employee to avoid any conflict of interests.

Standar Etika Bisnis Employee Behavior Standards	Keterangan Description
Pedoman Pemberian dan Penerimaan Hadiah dan Donasi Guidelines for Giving and Receiving Gifts and Donations	Setiap karyawan Bank harus selalu menjaga agar keputusan dalam pemberian, penambahan fasilitas Bank kepada nasabah hanya didasarkan atas pertimbangan kriteria kelayakan yang telah digariskan. Pemberian dan penambahan fasilitas yang didasarkan hanya pada hubungan baik atau pribadi atau pemberian-pemberian nasabah kepada karyawan (sebagai ungkapan terimakasih, simpati, atau keinginan mendapatkan perhatian). Karyawan, tidak diperkenankan untuk menggunakan fasilitas atau jasa yang ditawarkan oleh nasabah atau calon nasabah karena hubungan baik yang telah dibina, untuk kepentingan pribadi atau keluarga yang dapat menimbulkan benturan kepentingan pada tugas karyawan. Every Bank's employees must always ensure that the decisions in giving and adding Bank facilities to the customers is solely based on predetermined eligibility criteria. Giving and adding facilities must not taken based solely on good or personal relationships as well as gifts from the customer to the employee (as an expression of gratitude, sympathy, or desire to get attention). Employees are not allowed to use the facilities or services offered by the customers or prospective customers because of good relationship have been fostered, whether for personal or family interests that can cause conflict of interests in performing their duties.
Pedoman Kepatuhan Terhadap Peraturan Guidelines for Compliance with the Regulations	Bank dan karyawan Bank harus melaksanakan peraturan perundang-undangan dan peraturan Bank. Dewan Komisaris harus memastikan bahwa Direksi dan karyawan Bank melaksanakan peraturan perundang-undangan dan peraturan Bank. The Bank and Bank's employees must implement laws and the Bank's regulations. The Board of Commissioners must ensure that the Board of Directors and employees implement the laws and regulations as well as the Bank's regulations.
Pedoman Menjaga Kerahasiaan Data dan Informasi Perusahaan Guidelines for Maintaining the Confidentiality of Company's Data and Information	Dalam melaksanakan kegiatannya, Bank akan meminta atau mewajibkan nasabahnya untuk memberikan informasi dan data keuangan, manajemen ataupun pribadi. Bank mempunyai tanggung jawab untuk tetap menjaga kerahasiaan data dan informasi yang diberikan nasabah kepada Bank, walaupun selain informasi data nasabah, Bank juga memiliki informasi internal yang bersifat rahasia. Bank berkepentingan agar semua informasi internal demikian terjaga kerahasiaannya dan tidak dimanfaatkan oleh pihak lain yang berakibat merugikan kepentingan perusahaan. Untuk itu sernua karyawan harus memperhatikan hal-hal tersebut. In carrying out its activities, the Bank will request or require its customers to provide financial, management and personal information and data. The Bank have the responsibility to keep the confidentiality of the data and information given by the customer to the Bank, even though aside from the customer data information, the Bank also have confidential internal information. The Bank also has an interests so that all internal information is kept confidential and is not utilized by other parties which results in harming the Company's interests. Therefore, all employees must pay attention to these things.
Pedoman Aktivitas Politik Guidelines for Political Activities	Karyawan Bank tidak dilarang dan memiliki kebebasan untuk berpartisipasi dalam kegiatan politik di Indonesia. Namun demikian karyawan tidak diperkenankan meninggalkan tugas dan kewajibannya sebagai karyawan Bank untuk melakukan aktivitas politiknya. The Bank's employees are not prohibited and have the freedom to participate in Political activities in Indonesia. However, employees are not allowed to leave their duties and obligations as Bank's employees to carry out their political activities.
Pedoman Pelaporan Atas Pelanggaran dan Perlindungan Pelapor Guidelines and Protection for the Whistleblower	Dewan Komisaris berkewajiban untuk menerima dan memastikan bahwa pengaduan tentang pelanggaran terhadap etika bisnis, pedoman perilaku, peraturan perusahaan dan peraturan perundang-undangan, diproses secara wajar dan tepat waktu. Bank menjamin perlindungan terhadap individu yang melaporkan terjadinya pelanggaran terhadap etika bisnis, pedoman perilaku peraturan perusahaan dan peraturan perundang-undangan. Dalam pelaksanaannya, Dewan Komisaris memberikan tugas kepada Komite Nominasi dan Remunerasi. The Board of Commissioners have an obligation to accept and ensure complaints about violations of business ethics, code of conduct, Company regulations as well as law and legislation, will be processed fairly and on time. The Bank guarantees protection for individuals who report the violations of business ethics, Company's code of conduct and regulations as well as laws and regulations. In its implementation, the Board of Commissioners give this assignment to the Nomination and Remuneration Committee.

Uraian lebih jelas mengenai Pedoman Kode Etik Karyawan telah dimuat pada situs web Bank pada bagian Tata Kelola ([http://www.victoriabank.co.id/pdf/Pedoman Kode Etik Perilaku Karyawan.pdf](http://www.victoriabank.co.id/pdf/Pedoman%20Kode%20Etik%20Perilaku%20Karyawan.pdf)).

KEPATUHAN TERHADAP KODE ETIK

Bank Victoria senantiasa berkomitmen dalam mematuhi Kode Etik sebagai standar etika tertinggi dalam menjalankan setiap kegiatan bisnis maupun operasionalnya, selain peraturan perundang-undangan yang berlaku. Dalam rangka meningkatkan dan memperkuat penerapan Kode Etik dan reputasi Bank, maka seluruh insan Bank, tanpa terkecuali, diwajibkan untuk menandatangani Surat Pernyataan yang dimuat pada halaman akhir Kode Etik.

PENYEBARLUASAN KODE ETIK

Penyebarluasan dan sosialisasi Kode Etik Bank Victoria diungkapkan dan/atau disebarkan kepada seluruh karyawan melalui media internal Bank yang dapat diakses dan dibuka setiap saat oleh semua karyawan. Bank secara berkala juga menyampaikan tentang etika bisnis untuk dapat dilaksanakan secara tertib melalui media memo dan/atau surat dari Direksi ataupun Divisi yang bertanggung jawab dalam mengelola etika bisnis. Kode Etik juga diungkapkan dan disampaikan melalui pembagian buku saku yang wajib dipelajari dan dilaksanakan oleh setiap karyawan Bank.

Selain itu, Bank Victoria senantiasa mengingatkan kepada segenap karyawannya mengenai penerapan Kode Etik melalui berbagai pelatihan, pelaksanaan induksi untuk para karyawan baru, serta melalui forum-forum pelatihan yang melibatkan pihak eksternal.

UPAYA PENERAPAN DAN PENEGAKAN KODE ETIK

Penerapan dan penegakan Kode Etik Bank Victoria berlaku bagi seluruh jajaran Bank, tanpa terkecuali, mulai dari Dewan Komisaris, Direksi, karyawan dan individu lain yang terkait dengan bisnis Bank. Tanggung jawab dari keberhasilan penerapan Kode Etik diemban oleh seluruh pimpinan di lingkungan Unit Kerja masing-masing. Terkait hal ini, seluruh pimpinan Unit Kerja melaksanakan tanggung jawabnya dengan memberikan pemahaman penerapan tentang Kode Etik kepada karyawan di lingkungan Unit Kerja masing-masing.

Selain itu, keberhasilan penerapan Kode Etik juga membutuhkan kesadaran pribadi dari seluruh pihak jajaran Bank Victoria dalam menerapkannya pada aktivitas sehari-hari. Bentuk tanggung jawab ini tercermin dari kesediaan setiap jajaran Bank untuk melaporkan apabila terdapat rekan kerja atau karyawan lain yang diyakini melakukan tindakan melanggar Kode Etik. Penyampaian fakta penyimpangan tersebut dapat dilakukan melalui mekanisme *whistleblowing system*.

JENIS SANKSI PELANGGARAN KODE ETIK

Tindakan penyimpangan yang dilakukan baik secara sengaja atau tidak sengaja dengan mempertimbangkan motif dari tindakan baik secara finansial maupun non finansial, termasuk apakah sebelumnya karyawan telah diingatkan atas tindakan terkait, maka bentuk sanksi atas penyimpangan tersebut antara lain:

Further description on the Employee's Code of Conduct has been posted on the Bank's website in the Governance section ([http://www.victoriabank.co.id/pdf/Pedoman Kode Etik Perilaku Karyawan.pdf](http://www.victoriabank.co.id/pdf/Pedoman%20Kode%20Etik%20Perilaku%20Karyawan.pdf)).

COMPLIANCE WITH CODE OF CONDUCT

Bank Victoria is committed to comply with the Code of Conduct as the highest ethical standard in conducting its business and operational activities, in addition to the prevailing laws and regulations. In order to improve and strengthen the application of the Code of Conduct and the Bank's reputation, all Bank's employees are, without exception, required to sign a Statement included on the end page of the Code of Conduct.

DISSEMINATION OF CODE OF CONDUCT

The distribution and dissemination of Bank Victoria's Code of Conduct are disclosed and/or distributed to all employees through the Bank's internal media that can be accessed and open at any time by all employees. The Bank also periodically disseminates about business ethics to be implemented in an orderly manner through memos and/or letters from the Board of Directors or Divisions in charge of managing business ethics. The Code of Conduct is also disclosed and submitted through the distribution of compulsory pocket book that must be studied and implemented by every Bank employee.

In addition, Bank Victoria constantly reminds all its employees about the implementation of the Code of Conduct through various trainings, induction training for new employees, and through training forums involving external parties.

IMPLEMENTATION AND ENFORCEMENT EFFORTS OF CODE OF CONDUCT

The application and enforcement of Bank Victoria's Code of Conduct apply to all levels of the Bank, without exception, from Boards of Commissioners, Directors, employees, and other individuals engaged in the Bank's business. The responsibility of successful implementation of the Code of Conduct is carried out by all leaders in their respective Work Units. In this regard, all managers of the Work Unit carry out their responsibilities by providing an understanding of implementing the Code of Conduct to employees in their respective Work Units.

In addition, the successful implementation of the Code of Conduct also requires personal awareness from all parties of Bank Victoria in applying it to daily activities. This form of responsibility is reflected in the willingness of each Bank employee to report in the event of any colleague or other employee is believed to have committed any violation of the Code of Conduct. The submission of such irregularity fact can be done through *whistleblowing system* mechanism.

TYPES OF SANCTIONS FOR VIOLATION OF THE CODE OF CONDUCT

Any violation that done intentionally or unintentionally by considering the motives both financially and non financially, including whether previously the employee has been warned of the related actions, then the sanctions for such violation include:

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Teguran Lisan. 2. Surat Peringatan Pertama, Kedua, sampai dengan ketiga. 3. Tidak memperoleh Bonus umum Tahunan dan atau Bonus prestasi. 4. Tidak memperoleh kenaikan gaji dan/atau kenaikan pangkat untuk periode waktu tertentu. 5. Skorsing (dirumahkan sementara). 6. Demosi (penurunan pangkat atau posisi) 7. Pemutusan Hubungan Kerja (PHK). | <ol style="list-style-type: none"> 1. Verbal Warning. 2. First Warning Letter, Second, up to Third. 3. Do not received Annual Bonus and or Merit Bonus. 4. Do not get salary increases and/or promotions for a certain period of time. 5. Suspension (temporarily laid off). 6. Demotion 7. Termination of employment (PHK). |
|--|---|

Tabel Bobot Penyimpangan dan Jenis Sanksi Terkait
Table of Violation Level and Types of Related Sanctions

Bobot Penyimpangan Violation Level	Jenis Sanksi Sanctions Types
Penyimpangan Ringan Light Violations	Kejadian pertama, minimal teguran lisan dan maksimal surat peringatan pertama. First incident, verbal warning at minimum and first warning letter at maximum. Kejadian kedua, minimal surat peringatan maksimal surat peringatan ketiga. Second incident, warning letter at minimum and third warning letter at maximum. Untuk kejadian ketiga dan seterusnya minimal surat peringatan kedua dan maksimal pengunduran diri. For the third and subsequent events, second warning letter at minimum and resignation at maximum.
Penyimpangan Sedang Medium Violations	Kejadian pertama minimal surat peringatan pertama dan maksimal surat peringatan kedua. First incident, first warning letter at minimum and third warning letter at maximum. Kejadian kedua, minimal surat peringatan kedua dan maksimal pengunduran diri. Second event, second warning letter at minimum and resignation at maximum.
Penyimpangan Berat Heavy Violations	Kejadian pertama, minimal tidak diberikan kenaikan gaji dan maksimal pengunduran diri. First incident, no salary increase at minimum and resignation at maximum.

JUMLAH PELANGGARAN KODE ETIK

Selama tahun 2018 tidak terdapat pelanggaran kode etik.

KEBIJAKAN GRATIFIKASI

Dalam mengendalikan gratifikasi di Bank Victoria, prinsip-prinsip GCG serta nilai-nilai dari Kode Etik Bank senantiasa dijunjung tinggi. Terkait hal ini, Dewan Komisaris, Direksi, Pejabat Eksekutif, Pimpinan Kantor, seluruh karyawan Bank, serta anggota keluarganya tidak diperbolehkan menerima pemberian dalam bentuk apapun, baik secara langsung maupun tidak langsung dari nasabah, sebagaimana telah diatur dalam Kode Etik Bank Victoria.

PENGELOLAAN PENGENDALIAN GRATIFIKASI

Pengelolaan pengendalian gratifikasi Bank Victoria dilakukan melalui penerapan kewajiban pelaporan gratifikasi/parcel dalam bentuk apapun. Apabila Dewan Komisaris, Direksi, Pejabat Eksekutif, Pimpinan Kantor, karyawan Bank Victoria, serta anggota keluarganya mendapatkan gratifikasi/parcel dalam bentuk apapun, maka pihak tersebut wajib mengisi formulir penerimaan gratifikasi/parcel dan diserahkan kepada Divisi *Audit Internal/Integrated and Anti Fraud* untuk ditindaklanjuti.

AMOUNT OF CODE OF CONDUCT VIOLATIONS

During 2018 there was no violation of the code of ethics.

GRATIFICATION POLICY

In controlling the gratification at Bank Victoria, the GCG principles and values of the Bank's Code of Conduct are constantly upheld. In this regard, Boards of Commissioners, Directors, Executive Officers, Office Managers, all of the Bank's employees, and members of their families are not allowed to receive any offerings, directly or indirectly, from customers, as prescribed at Bank Victoria's Code of Conduct.

GRATIFICATION CONTROL MANAGEMENT

The gratification control management of Bank Victoria is conducted through implementing mandatory reporting of gratification/parcel in any form. In case of Boards of Commissioners, Directors, Executive Officers, Office Managers, all Bank Victoria's employees, and members of their families receive any gratification/parcel, then such party must fill the gratification/package acceptance form and submit it to the Internal Audit/Integrated and Anti-Fraud Division for follow-up.

SOSIALISASI KEBIJAKAN GRATIFIKASI

Bank Victoria melakukan sosialisasi terkait kebijakan gratifikasi yang dimuat dalam Kode Etik dengan cara disebarluaskan kepada seluruh karyawan Bank melalui media internal sehingga dapat diakses dengan mudah setiap saat oleh semua karyawan Bank.

LAPORAN GRATIFIKASI TAHUN 2018

Selama tahun 2018 tidak terdapat laporan atas gratifikasi.

WHISTLEBLOWING SYSTEM

Sistem pelaporan pelanggaran (*whistleblowing system*/WBS) menjadi salah satu kesungguhan dan wujud nyata dari Bank Victoria dalam mengimplementasikan GCG. WBS merupakan sistem yang diterapkan oleh Bank dalam mengelola pengaduan atau pengungkapan mengenai perilaku melanggar hukum dan/atau perbuatan tidak etis dengan mengoptimalkan peran pengurus, pegawai Bank, dan mitra kerja dalam mengungkapkan pelanggaran yang terjadi di lingkungan Bank.

PENGELOLAAN WHISTLEBLOWING SYSTEM

PENYAMPAIAN LAPORAN PELANGGARAN

Bank Victoria menerapkan mekanisme *Whistleblowing System* dimana pelapor dapat menyampaikan laporan suatu pelanggaran secara lisan, dengan surat, melalui *email* atau *sms* (*short message services*), kepada Unit Anti *Fraud* pada alamat sebagai berikut:

1. Melalui surat:
Ditujukan kepada Direktur Utama dan ditembuskan kepada Unit Anti Fraud Graha BIP Lt.10, Jl. Jend. Gatot Subroto Kav.23, Jakarta 12930.
2. Melalui email ke:
 1. Unit Anti *Fraud* bila terlapor adalah karyawan dengan alamat *email*: unitantifraud@victoriabank.co.id.
 2. Direktur Utama bila terlapor adalah anggota Dewan Komisaris dengan alamat *email*: unitantifrauddireksi@victoriabank.co.id.
 3. Dewan Komisaris bila terlapor adalah Direksi dengan alamat *email*: unitantifraudkomisaris@victoriabank.co.id.
3. Melalui telepon atau SMS dengan nomor: 08118707649.

PERLINDUNGAN BAGI WHISTLEBLOWER

Untuk memudahkan Tim Anti *Fraud* dalam menindaklanjuti dan mendapatkan klarifikasi terkait pelaporan pelanggaran yang terjadi, Manajemen Bank Victoria sangat menyarankan agar identitas pelapor dicantumkan. Hal tersebut dilakukan guna memudahkan kelancaran investigasi. Meskipun demikian, kerahasiaan identitas pelapor akan tetap dijaga oleh Tim Anti *Fraud* serta dijamin oleh Direksi dan Dewan Komisaris.

Identitas pelapor juga diperlukan dalam menyampaikan hasil tindak lanjut penanganan dugaan laporan pelanggaran

DISSEMINATION OF GRATIFICATION POLICY

Bank Victoria conducts dissemination related to the gratification policy contained in the Code of Conduct to all of the Bank's employees through internal media so that it can be easily accessed at any time by all of the Bank's employees.

GRATIFICATION REPORT IN 2018

Throughout 2018, there are no gratification reports.

WHISTLEBLOWING SYSTEM

The whistleblowing system (WBS) becomes one of the seriousness and concrete manifestation of Bank Victoria in implementing GCG. WBS is a system implemented by the Bank to manage complaints or disclosures regarding unlawful and/or unethical conduct by optimizing the role of the Bank's management, employees, and partners in disclosing any violations occur within the Bank.

WHISTLEBLOWING SYSTEM MANAGEMENT

SUBMISSION OF THE VIOLATION REPORT

Bank Victoria applies a Whistleblowing System mechanism whereby a reporter can submit a report of a violation verbally, by letter, via e-mail or sms (*short message services*), to the Anti-Fraud Unit at the following address:

1. By mail:
Addressed to the President Director with a copy sent to the Anti-Fraud Unit, Graha BIP Lt.10, Jl. Jend. Gatot Subroto Kav.23, Jakarta 12930.
2. By email to:
 1. Anti-Fraud Unit if the reported person is an employee with an email address: unitantifraud@victoriabank.co.id.
 2. The President Director if the reported person is a member of the Board of Commissioners with an email address: unitantifrauddireksi@victoriabank.co.id.
 3. The Board of Commissioners if the reported person is the Board of Directors with an email address: unitantifraudkomisaris@victoriabank.co.id.
3. By telephone or SMS number: 08118707649.

PROTECTION FOR WHISTLEBLOWER

To facilitate the Anti-Fraud Team in following-up and obtaining clarification related to the reported violation, Bank Victoria Management strongly recommends that the identity of the whistleblower is mentioned. It aims to facilitate the seamless investigation. However, the confidentiality of the whistleblower's identity will be kept secure by the Anti-Fraud Team under the guarantee of Boards of Directors and Commissioners.

The whistleblower's identity is also required in delivering the result of follow-up actions in handling the alleged violation

sehingga pelapor dapat mengetahui sejauh mana investigasi telah dilakukan dan hasil pelaporannya tidak sia-sia. Informasi minimum tentang pelapor yang diperlukan untuk keperluan komunikasi lebih lanjut meliputi alamat surat atau email atau nomor telepon atau nomor telepon genggam.

Adapun laporan anonim akan tetap diterima oleh Tim Anti *Fraud*. Meskipun demikian, laporan anonim tidak disarankan karena akan mempersulit komunikasi dengan pelapor dalam tindak lanjut dugaan pelanggaran tersebut. Laporan anonim yang diterima akan diseleksi dan ditindaklanjuti berdasarkan pertimbangan:

1. Tingkat potensi risiko dugaan pelanggaran yang dilaporkan.
2. Kredibilitas dan integritas dari substansi laporan dugaan pelanggaran, dan
3. Kemungkinan untuk memperoleh klarifikasi atau melaksanakan tindak lanjut dari terjadinya dugaan pelanggaran dari sumber-sumber lain.

Bank Victoria menerima dan menampung setiap laporan yang masuk, serta melakukan penyaringan terhadapnya. Laporan yang diyakini keakuratannya akan ditindaklanjuti oleh penerima pelaporan. Sedangkan, laporan yang tidak diyakini keakuratannya akan diabaikan dan disisihkan sebagai laporan yang tidak perlu ditindaklanjuti.

Apabila pelanggaran yang dilaporkan tidak terbukti melalui penyelidikan yang dilakukan oleh Tim Anti *Fraud*, maka pelapor tidak dikenakan sanksi. Selain itu, Bank Victoria menjamin pihak pelapor yang beritikad baik untuk melaporkan pelanggaran yang terjadi dengan memberikan jaminan perlindungan sebagai berikut:

1. Penyediaan saluran komunikasi pelaporan (lisan, telepon, email) yang bersifat rahasia yang dapat dipilih dengan bebas oleh pelapor ataupun penyediaan Ombudsman yang independen dan rahasia. Melalui saluran komunikasi ini, pelapor akan mendapatkan informasi tindak lanjut atas penanganan laporan dugaan pelanggaran yang disampaikan.
2. Jaminan atas kerahasiaan identitas pelapor, terkecuali bila terdapat tuntutan hukum yang mengharuskan identitas pelapor dibuka di hadapan Hakim.
3. Apabila pelapor merasa terancam setelah melaporkan adanya tindakan pelanggaran, maka dalam hal ini, Bank berkewajiban untuk melakukan perlindungan yang meliputi:
 - a. Perlindungan fisik, baik terhadap dirinya sendiri maupun keluarganya.

report so that the whistleblower can find out the extent to which the investigation has been taken and that the report is not useless. The minimum information about the whistleblower required for further communication needs includes the mailing address or email or phone number or mobile phone number.

The anonymous report will still be accepted by the Anti-Fraud Team. However, an anonymous report is not suggested as it would complicate the communication with the whistleblower in following-up the alleged violation. Anonymous reports received will be selected and acted upon based on the following consideration:

1. The potential risk level of reported alleged violations.
2. Credibility and integrity from the substance of the alleged violation report, and
3. Possibility to get clarification or carry out follow-up actions of the alleged violation from other sources.

Bank Victoria accepts and accommodates any incoming reports, as well as screens them. Reports believed to be accurate will be acted upon by the recipient of the report. However, reports believed to be inaccurate will be ignored and set aside and considered as unnecessary to follow-up.

In the event that a reported violation is not proven through an investigation conducted by the Anti-Fraud Team, the whistleblower will not be subject to any sanction. In addition, Bank Victoria guarantees the whistleblower with good faith to report violations by providing the following protection:

1. The provision of a confidential reporting communication channel (verbal, telephone, email) which can be freely chosen by the whistleblower or the provision of an independent, confidential Ombudsman. Through these communication channels, the whistleblower will receive follow-up information on how his/her alleged violation reports is handled.
2. Guarantee on the confidentiality of the whistleblower's identity, unless there is a lawsuit requiring the whistleblower's identity to be disclosed before the Judge.
3. In the case that the whistleblower feels threatened after reporting the violation, then in this regard, the Bank is obliged to provide protection including:
 - a. Physical protection to both the whistleblower and his/her family.

- b. Perlindungan terhadap harta benda miliknya dan milik keluarganya atas teror ataupun pembalasan yang harus dialaminya.
- c. Perlindungan administratif yang berupa penundaan kenaikan pangkat, pemecatan, pengucilan di tempat kerja, mutasi yang tidak layak, termasuk kepastian kerja dan lainnya.
- d. Perlindungan hukum dalam proses litigasi di Pengadilan Negeri, termasuk biayanya, dan bila perlu termasuk perlindungan melalui Lembaga Perlindungan Saksi dan Korban (LPSK).

Jaminan perlindungan ini dilaksanakan oleh Tim Anti *Fraud* sesuai dengan mekanisme yang berlaku.

JENIS PELANGGARAN YANG DAPAT DILAPORKAN

Beberapa jenis pelanggaran dan penyimpangan yang dapat dilaporkan berdasarkan kebijakan WBS Bank, namun tidak terbatas pada:

- a. Seluruh tindakan melanggar hukum pidana (misalnya: pencurian, penipuan, penggunaan narkoba, dan lain sebagainya).
- b. Penyalahgunaan wewenang dalam melayani nasabah, debitur, *vendor* atau pemasok lainnya (misalnya: penundaan pembayaran tidak beralasan, pemerasan, dan lain sebagainya).
- c. Pelanggaran peraturan perbankan yang diatur dalam Undang-undang tentang Perbankan (misalnya: tidak melaksanakan prinsip kehati-hatian, membuka rahasia nasabah kepada yang tidak berhak, melakukan pencatatan yang tidak benar, meminta uang atas jasa pelayanan perbankan yang dilakukan).
- d. Pelanggaran peraturan perpajakan atau aturan pelaporan keuangan perusahaan yang tidak sesuai dengan PSAK.
- e. Perbuatan yang dapat merugikan Bank, baik finansial maupun non finansial, termasuk menciderai citra Bank.
- f. Pelanggaran aturan internal (SOP) yang dapat menciderai integritas pelaporan perusahaan, baik di bidang keuangan ataupun bidang lainnya.
- g. Perbuatan yang membahayakan keselamatan dan kesehatan kerja.

- b. Protection of the whistleblower's and his/her family's property against terror or retaliation.
- c. Administrative protection in the form of postponement of promotion, dismissal, exclusion at work, improper transfer, including work certainty, etc.
- d. Legal protection in the litigation process at the District Court, including expenses, and as necessary including protection through the Witness and Victim Protection Agency (LPSK).

This protection is conducted by the Anti-Fraud Team in accordance with the applicable mechanism.

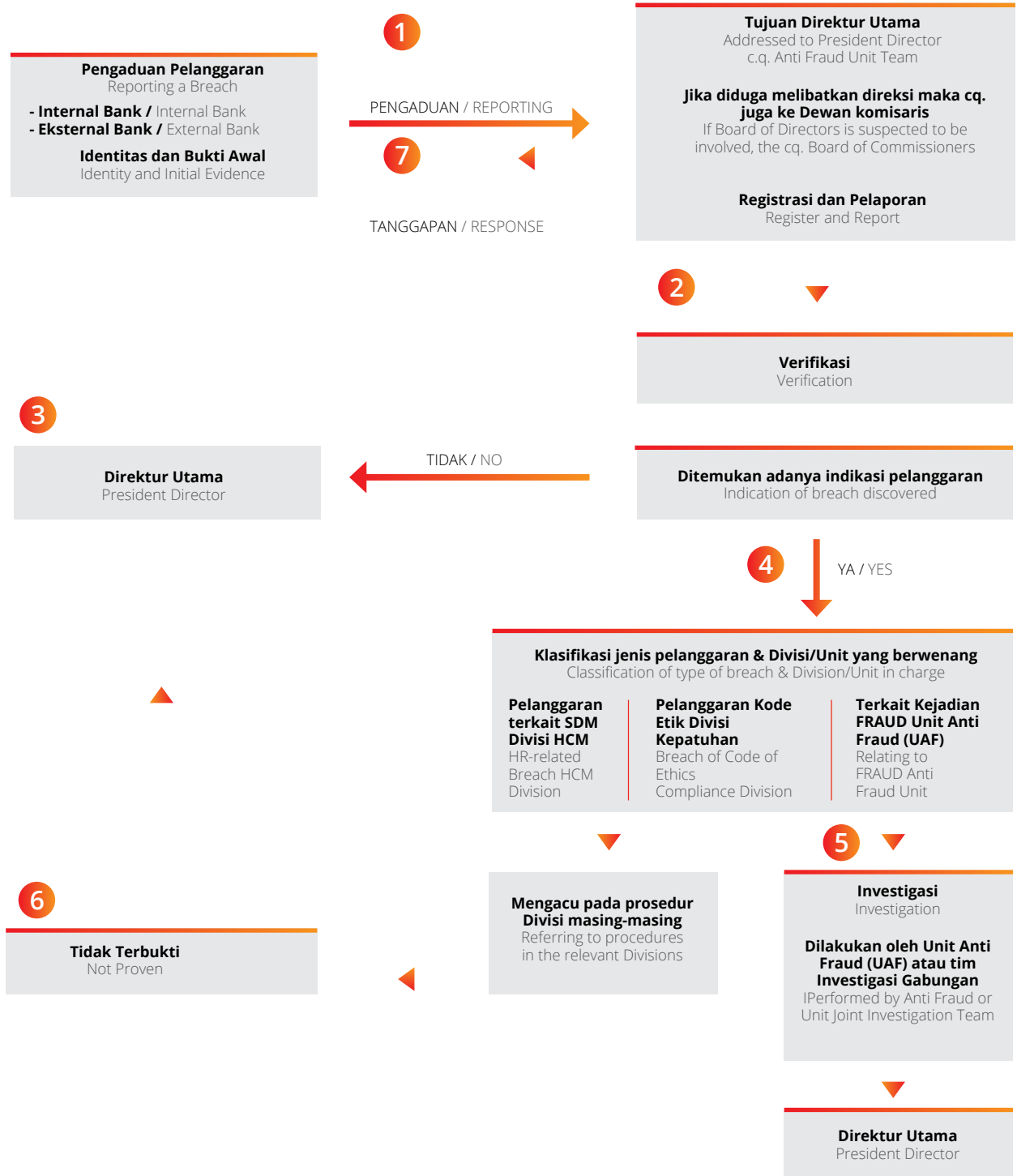
TYPES OF VIOLATIONS TO BE REPORTED

Several types of violations and misconduct that may be reported under Bank's WBS policies, including but not limited to:

- a. Any deed violating the criminal law (e.g. theft, fraud, drug use, etc.).
- b. Abuse of authority in serving the customers, debtors, vendors, or other suppliers (e.g. unwarranted payment delays, extortion, etc.).
- c. Violation of banking regulations as stipulated in the Banking Law (for example: not practicing prudent principles, disclosing customers' confidential information to unauthorized customers, making incorrect records, asking for money for banking services performed).
- d. Violation of tax regulations or corporate financial reporting regulations, or inconsistent with PSAK.
- e. Any deed which may harm the Bank, both financially and non-financially, including harm the Bank's image.
- f. Violation of internal rules (SOPs) that may jeopardize the integrity of the corporate reporting, either in finance or other aspect.
- g. Any deed endangering the occupational safety and health.

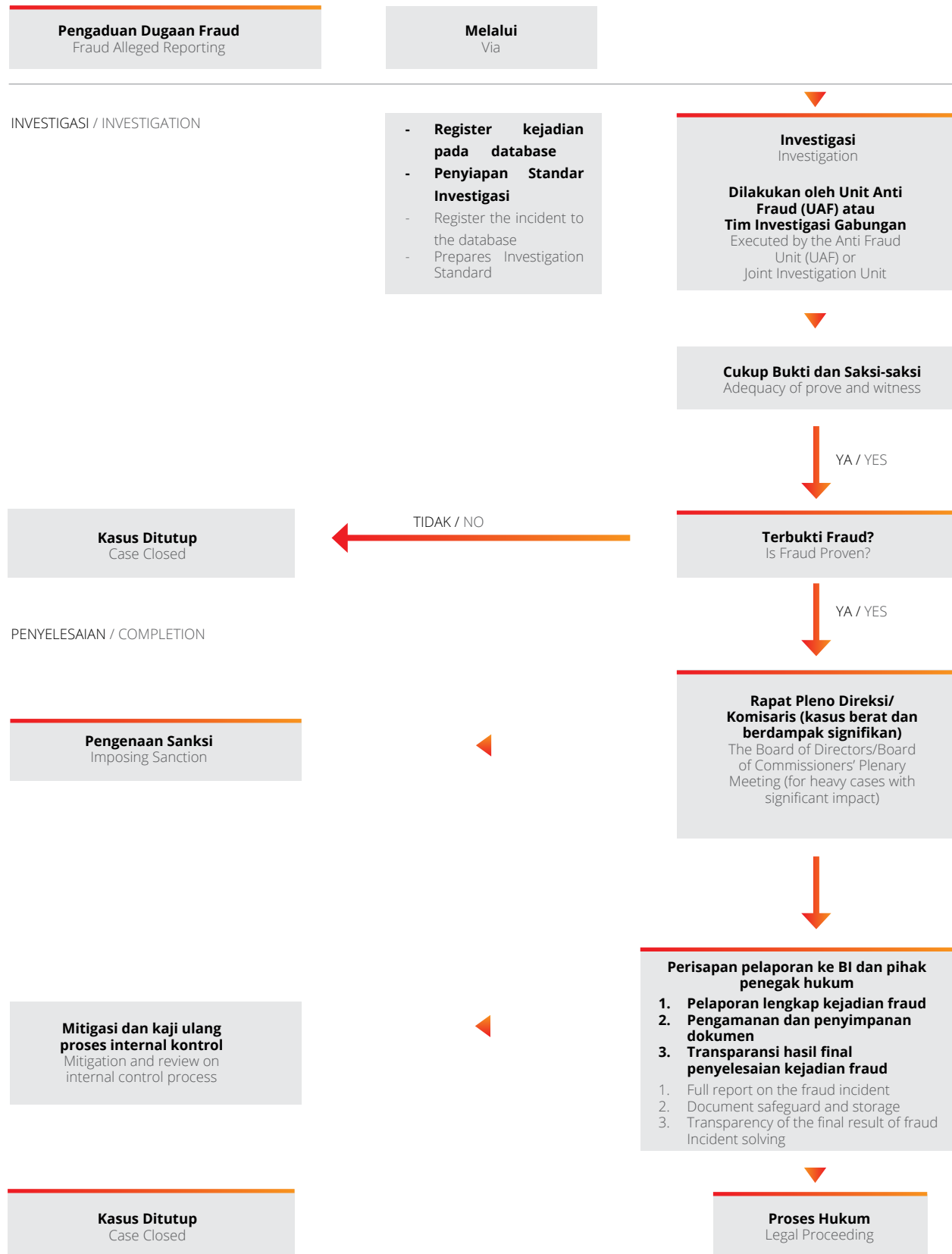
BAGAN ALUR PENYAMPAIAN PELAPORAN PELANGGARAN

Mekanisme pengelolaan pelaporan pelanggaran yang diterima Bank Victoria ditunjukkan dalam skema berikut:



Skema Mekanisme Penyelesaian Kejadian **Fraud**

Mechanism Scheme for Handling Fraud



SOSIALISASI WHISTLEBLOWING SYSTEM

Sosialisasi kebijakan WBS Bank Victoria dilakukan oleh tim pengelola WBS di kalangan internal Bank. Kegiatan sosialisasi tersebut disampaikan kepada seluruh karyawan pada forum *training*, serta melalui *email* yang setiap bulan dikirimkan kepada seluruh karyawan. Selain itu, kebijakan WBS juga disosialisasikan melalui situs laman Bank dan berbagai media, seperti buletin internal, poster, sosialisasi etika, maupun presentasi langsung kepada pihak terkait. Sosialisasi ini ditujukan agar pihak internal maupun eksternal Bank mengetahui, memahami dan melaksanakan WBS secara konsisten.

JUMLAH PENGADUAN

Tidak terdapat laporan atas *whistleblowing system* selama tahun 2018.

PENERAPAN TATA KELOLA TERINTEGRASI

Penerapan praktik *Good Corporate Governance* (GCG) atau Tata Kelola yang baik pada Lembaga Jasa Keuangan (LJK), bukan hanya sekedar bentuk kepatuhan terhadap peraturan, namun merupakan suatu upaya dalam melakukan perbaikan dan peningkatan kualitas pengelolaan secara berkelanjutan. *Corporate Governance* berperan sebagai landasan dalam peningkatan kinerja serta pengembangan usaha jangka panjang yang dapat memberikan manfaat seoptimal mungkin kepada seluruh pemangku kepentingan.

Untuk mendapatkan kepercayaan dari pemerintah dan masyarakat, LJK harus memiliki kinerja keuangan dan tingkat kesehatan yang baik, memiliki kecukupan modal di atas ketentuan minimum dan memiliki profil risiko secara komposit berada di level rendah. Sebagai lembaga kepercayaan, juga harus menjaga kerahasiaan nasabah penyimpan dan simpanannya serta rahasia perusahaan. Bank juga harus mengedepankan azas keterbukaan dalam penyampaian informasi kepada publik berkaitan dengan produk dan aktivitas baru Bank serta menjaga kepentingan pemegang saham dan pemangku kepentingan.

Terkait dengan persaingan usaha, maka LJK harus selalu bersaing secara sehat dalam menetapkan harga atau suku bunga dana dan kredit/pembiayaan dan mampu melaksanakan etika bisnis industri perbankan dengan baik, juga harus mampu mengendalikan risiko reputasi yang dihadapi, agar dapat mencegah persepsi negatif sekaligus menjaga pencitraan bagi LJK.

Tata kelola terintegrasi adalah suatu tata kelola yang menerapkan prinsip-prinsip keterbukaan (*transparency*), akuntabilitas (*accountability*), pertanggungjawaban (*responsibility*), independensi (*independency*) atau profesional (*professional*) dan kewajaran (*fairness*) secara terintegrasi dalam Konglomerasi Keuangan. Adapun yang dimaksud dengan Konglomerasi Keuangan adalah Lembaga Jasa Keuangan yang berada dalam satu grup atau kelompok karena keterkaitan kepemilikan dan/atau pengendalian.

Konglomerasi Keuangan wajib menerapkan Tata Kelola Terintegrasi secara komprehensif dan efektif serta memiliki

WHISTLEBLOWING SYSTEM DISSEMINATION

The dissemination of Bank Victoria's WBS policy is conducted by WBS management team across the Bank's organization. The policy is disseminated to all employees participating in training sessions, and via emails sent monthly to all employees. In addition, WBS policy is also disseminated through the Bank's website and various media, such as internal bulletins, posters, during dissemination of code of conduct, and direct presentations to related parties. This dissemination is intended for internal and external parties of the Bank to know, understand, and implement the WBS consistently.

AMOUNT OF COMPLAINTS

There are no reports of complaints throughout 2018.

IMPLEMENTATION OF INTEGRATED GOVERNANCE

The implementation of Good Corporate Governance (GCG) practices in the Financial Services Institution (LJK), is not just a form of compliance with regulations, but is an effort to make improvements and improve the quality of management in a sustainable manner. Corporate Governance serves as the basis for improving performance and developing long-term business that can provide optimal benefits to all stakeholders.

To gain trust from the government and the community, LJK must have a good financial performance and a good level of health, capital adequacy above the minimum provisions and low level composite risk profile. As a trust institution, the Company also must also maintain the confidentiality of the customers and their deposits as well as the Company secrets. The Bank must also prioritize the principle of transparency in the dissemination of information to the public relating to the Bank's new products and activities and safeguarding the shareholders and stakeholders' interests.

Regarding business competition, LJK must always compete in a healthy manner in determining the price or interest rates and credit/financing and be able to carry out the banking industry business ethics, also must be able to control the reputational risks faced, in to prevent negative perceptions while maintaining a good image for LJK.

Integrated governance is a governance that applies the principles of transparency, accountability, responsibility, independency or professional and fairness in an integrated manner in the Financial Conglomerate. Financial Conglomerates itself is Financial Services Institutions that within a group because of the relationship between ownership and/or control.

A Financial Conglomerate is required to implement Integrated Governance in a comprehensive and effective manner and

struktur yang terdiri dari Entitas Utama dan Perusahaan Anak dan/atau Perusahaan Terelasi beserta perusahaan anaknya. Konglomerasi Keuangan yang dimaksud meliputi jenis Lembaga Jasa Keuangan seperti Bank, Perusahaan Asuransi dan Reasuransi, Perusahaan Efek dan/atau Perusahaan Pembiayaan.

Dalam mewujudkan penerapan tata kelola terintegrasi, Grup Victoria berkoordinasi dengan Otoritas Jasa keuangan (OJK), telah menunjuk **Bank Victoria International** sebagai **Entitas utama** dan **5 (lima) Lembaga Jasa Keuangan (LJK)** sebagai Anggota Konglomerasi Keuangan Grup Victoria yaitu:

1. PT Victoria Manajemen Investasi (VMI);
2. PT Victoria Sekuritas Indonesia (VSI);
3. PT Victoria *Insurance* (VINS);
4. PT Bank Victoria Syariah (BVIS);
5. PT Victoria *Alife* Indonesia (VAL).

LAPORAN SELF ASSESSMENT PELAKSANAAN TATA KELOLA TERINTEGRASI 2018

has a structure consisting of the Main Entity and Subsidiary Companies and/or Related Company and their subsidiaries. The Financial Conglomerate includes the Financial Services Institutions types such as Banks, Insurance and Reinsurance Companies, Securities Companies and/or Financing Companies.

In realizing the implementation of integrated governance, Victoria Group coordinates with the Financial Services Authority (OJK), has appointed **Bank Victoria International** as the **Main Entity** and **5 (five) Financial Services Institutions (LJK)** as Members of the Victoria Group Financial Conglomerate as follows:

1. PT Victoria Manajemen Investasi (VMI);
2. PT Victoria Sekuritas Indonesia (VSI);
3. PT Victoria Insurance (VINS);
4. PT Bank Victoria Syariah (BVIS);
5. PT Victoria Alife Indonesia (VAL).

SELF ASSESSMENT REPORT ON THE IMPLEMENTATION OF INTEGRATED GOVERNANCE 2018

Peringkat Ranking	Definisi Peringkat Ranking Definition
2	Secara Terintegrasi yaitu Bank Victoria dan anggota LJK konglomerasi Keuangan, telah melakukan penerapan Tata Kelola Terintegrasi yang secara umum baik, tercermin dari masing-masing LJK telah menerapkan 7 (tujuh) aspek yang telah dituangkan dalam analisis. Integratedly, Bank Victoria and members of the Financial Conglomerate LJK have implemented the Integrated Governance that in general have a good rating, reflected in each of the LJKs that have implemented the 7 (seven) aspects described in the following analysis.

NO	ASPEK ASPECT	NILAI RANK	ANALISIS ANALYSIS
1	Direksi Entitas Utama Board of Directors of the Main Entity	2	<i>Governance Structure</i> • Anggota Direksi Entitas Utama (EU) telah memenuhi jumlah, komposisi, kriteria dan independensi serta kompetensi sesuai ketentuan Otoritas Jasa Keuangan. • Direksi Entitas Utama (EU) dan LJK memiliki integritas, kompetensi dan reputasi keuangan, yang telah memperoleh persetujuan dari OJK. • Direksi tidak memiliki hubungan keluarga sampai dengan derajat kedua maupun keuangan dengan anggota Direksi lainnya dan/atau anggota Komisaris. • Direksi tidak memiliki jabatan rangkap sebagai Komisaris, Direksi atau Pejabat Eksekutif pada Bank, perusahaan dan/atau lembaga keuangan lain, kecuali untuk jabatan lain sebagaimana diperkenankan oleh ketentuan BI dan OJK. • Direksi EU dan LJK dalam menjalankan tugasnya dibantu oleh beberapa Komite di bawah Direksi serta Unit-Unit terkait. • Pada PT. VINS fungsi Direktur Kepatuhan dirangkap oleh Direktur Utama yang membidangi bisnis. • Pada PT Victoria Alife Indonesia: - Belum memiliki Direktur Utama pengganti Direktur Utama yang non aktif dari Juli 2018 (karena meninggal dunia) - Direktur Kepatuhan, sedang proses recruitment (berdasarkan POJK Tata Kelola Perusahaan Perasuransian pemenuhannya paling lambat Desember 2019) <i>Governance Structure</i> • Members of the Board of Directors of the Main Entity (EU) have fulfilled the number, composition, criteria and independence and competence in accordance with the Financial Services Authority provisions. • The Board of Directors of the Main Entity (EU) and LJK have integrity, competence and financial reputation and already obtained approval from the OJK. • The Board of Directors have no family relationship to the second degree or financial relationship with other members of the Board of Directors and/or members of the Board of Commissioners. • The Board of Directors do not have concurrent positions as Commissioners, Directors or Executive Officers in other Banks, companies and/or financial institutions, except for other positions as permitted by the BI and OJK regulation. • EU and LJK Directors in carrying out their duties are assisted by several Committees under the Board of Directors and related Units. • At PT. VINS the Director of Compliance function is held by the President Director in charge of business. • PT Victoria Alife Indonesia: - Does not have a President Director to replace the previous President Director who is inactive from July 2018 (deceased) - Director of Compliance is in the process of recruitment (based on POJK concerning Insurance Company Governance, this position must be filled by December 2019)

NO	ASPEK ASPECT	NILAI RANK	ANALISIS ANALYSIS
			<i>Governance Process</i> - Direksi EU dan LJK Konglomerasi Keuangan Grup Victoria telah membuat Pedoman Tata Kelola untuk masing-masing LJK sesuai dengan ketentuan yang berlaku. - Direksi Entitas Utama telah mengarahkan, memantau dan mengevaluasi Pelaksanaan Pedoman Tata Kelola Terintegrasi. - Direksi Entitas Utama telah menindaklanjuti arahan atau nasihat Dewan Komisaris dalam rangka penyempurnaan Pedoman Tata Kelola Terintegrasi. - Direksi Entitas Utama telah memantau temuan SKAI Terintegrasi. <i>Governance Process</i> - The Board of Directors at EU and LJK at the Victoria Group Financial Conglomerate have prepared Governance Guidelines for each LJK in accordance with applicable regulations. - The Board of Directors at the Main Entity has directed, monitored and evaluated the Implementation of the Integrated Governance Guidelines. - The Board of Directors of the Main Entity has followed up on the direction or advice of the Board of Commissioners to improve the Integrated Governance Guidelines. - The Board of Directors of the Main Entity has monitored the findings of the Integrated Internal Audit Work Unit. <i>Governance Outcome</i> - Pedoman Tata Kelola Terintegrasi telah dibuat dan disempurnakan sesuai arahan dari Dewan Komisaris. - Direksi Entitas Utama telah memastikan bahwa temuan audit dan rekomendasi dari: a. SKAI Terintegrasi. b. Auditor Eksternal. c. Hasil Pengawasan OJK. <i>Governance Outcome</i> - The Integrated Governance Guidelines have been made and refined according to the directions of the Board of Commissioners. - The Board of Directors of the Main Entity has ensured that the audit findings and recommendations from: a. Integrated SKAI. b. External Auditor. c. OJK Supervision Results. Telah ditindaklanjuti oleh seluruh LJK dalam Konglomerasi Keuangan. has been followed up by all LJK in the Financial Conglomerate. Direksi anggota LJK telah memastikan bahwa temuan dan rekomendasi hasil pemeriksaan telah ditindaklanjuti sesuai dengan ketentuan yang berlaku. The Board of Directors of LJK member have ensured that the findings and recommendations of the audit results have been followed up in accordance with applicable regulations.
	Dewan Komisaris Entitas Utama The Board of Commissioners of the Main Entity	2	<i>Governance Structure</i> - Anggota Dewan Komisaris EU telah memenuhi jumlah, komposisi, kriteria dan independensi serta kompetensi sesuai ketentuan Bank Indonesia dan OJK. - Dewan Komisaris Entitas Utama dan anggota LJK Konglomerasi Keuangan Grup Victoria memiliki pengetahuan mengenai Entitas Utama, pemahaman kegiatan bisnis utama dan risiko utama dari anggota LJK dalam Konglomerasi Keuangan. - PT Victoria Alife Indonesia belum memiliki Komisaris Utama pengganti Komisaris Utama sebelumnya yang sudah non-aktif sejak bulan Juni 2018. - Victoria Manajemen Investasi belum memiliki Komisaris Independen <i>Governance Structure</i> - Members of the Board of Commissioners of the Main Entity have fulfilled the number, composition, criteria and independence as well as competencies in accordance with Bank Indonesia and OJK regulations. - The Board of Commissioners of the Main Entity and members of the LJK at the Victoria Group Financial Conglomerate have sufficient knowledge about the Main Entity, understanding the main business activities and main risks of LJK members in the Financial Conglomerate. - PT Victoria Alife Indonesia does not have a President Commissioner to replace the previous President Commissioner who has been inactive since June 2018. - Victoria Manajemen Investasi does not have an Independent Commissioner yet <i>Governance Process</i> - Dewan Komisaris Entitas Utama telah melakukan pengawasan terhadap kinerja Direksi, dengan mekanisme melalui evaluasi pelaporan dan rapat-rapat. - Dewan Komisaris anggota LJK Konglomerasi Keuangan Grup Victoria telah melakukan pengawasan terhadap kinerja Direksi dengan mekanisme melalui evaluasi pelaporan dan rapat. - Dalam melaksanakan tugasnya Dewan Komisaris Entitas Utama berdasarkan pada Pedoman yang telah ditetapkan serta memperhatikan prinsip-prinsip Tata Kelola yang baik dan ketentuan yang berlaku. - Dewan Komisaris telah memberikan arahan dan nasehat kepada Direksi dalam proses pembuatan Pedoman Tata Kelola Terintegrasi.

NO	ASPEK ASPECT	NILAI RANK	ANALISIS ANALYSIS
			Governance Process - The Board of Commissioners of the Main Entity has supervised the performance of the Board of Directors, with mechanisms through evaluation of reports and meetings. - The Board of Commissioners of members of LJK at the Victoria Group Financial Conglomerate has perform supervision on the Board of Directors performance with mechanisms through evaluation of reporting and meetings. - In carrying out its duties, the Board of Commissioners of Main Entity refer to established Guidelines and takes into account the principles of good Governance and applicable provisions. - The Board of Commissioners has provided direction and advice to the Board of Directors in the process of preparing Integrated Governance Guidelines. Governance Outcome - Hasil rapat Dewan Komisaris Entitas Utama telah dituangkan dalam risalah rapat dan didokumentasikan dengan baik dan tidak terdapat Dissenting Opinions dalam peserta rapat. - Rekomendasi yang disampaikan atau dituangkan dalam risalah rapat telah ditindaklanjuti dan dimonitor secara berkesinambungan oleh Direksi Entitas Utama. - Dewan Komisaris Entitas Utama telah membentuk Komite Tata Kelola Terintegrasi sesuai SK Direksi No. 003/SK-DIR/08/17 tanggal 08 Agustus 2017. - Dewan Komisaris anggota LJK Konglomerasi Keuangan Grup Victoria telah bergabung menjadi anggota Komite Tata Kelola Terintegrasi Entitas Utama. Governance Outcome - The results of the Board of Commissioners' meeting of the Main Entity have been stated in the minutes of the meeting and well documented. There were no Dissenting Opinions among the meeting participants. - Recommendations submitted or contained in minutes of meetings have been followed up and monitored continuously by the Board of Directors of the Main Entity. - The Board of Commissioners of the Main Entity has established an Integrated Governance Committee in accordance with the Decree of the Board of Directors No. 003/SK-DIR/08/17 August 8, 2017. - The Board of Commissioners members of the LJKat the Victoria Group Conglomerate has joined as a member of the Main Entity's Integrated Governance Committee.
	Komite Tata Kelola Terintegrasi Integrated Governance Committee	2	Governance Structure - Komposisi dan kompetensi anggota komite masing-masing LJK telah sesuai dengan ukuran dan kompleksitas usaha; - Jumlah dan Komposisi Komisaris Independen yang menjadi anggota Komite Tata Kelola Terintegrasi telah sesuai dengan kebutuhan Konglomerasi Keuangan serta efisiensi dan efektifitas pelaksanaan tugas Komite Tata Kelola Terintegrasi dengan memperhatikan keterwakilan masing-masing sektor jasa keuangan. Governance Structure - The composition and competency of the members of each LJK committee are in accordance with the size and complexity of the business; - The number and composition of Independent Commissioners who are members of the Integrated Governance Committee are in accordance with the requirement of the Financial Conglomerate as well as the efficiency and effectiveness of the Integrated Governance Committee duties by taking into account the representation of each financial services sector. Governance Process - Komite Tata Kelola Terintegrasi mengevaluasi dan memberikan pendapat kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris; - Komite Tata Kelola Terintegrasi telah menyelenggarakan rapat Komite Tata Kelola Terintegrasi yang dihadiri oleh seluruh komisaris dan wakil dari anggota LJK Konglomerasi Keuangan. Governance Process - The Integrated Governance Committee evaluates and provides opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners; - The Integrated Governance Committee held an Integrated Governance Committee meeting attended by all Commissioners and representatives of members of the LJK Financial Conglomerate.

NO	ASPEK ASPECT	NILAI RANK	ANALISIS ANALYSIS
			Governance Outcome - Komite Tata Kelola Terintegrasi telah mengevaluasi pelaksanaan Tata Kelola Terintegrasi, melalui rapat dan informasi dari rapat Satuan Kerja Kepatuhan, Satuan Kerja Audit Terintegrasi, Komite Manajemen Risiko Terintegrasi dan rapat Komite Tata Kelola Terintegrasi. - Komite Tata Kelola Terintegrasi telah memberikan rekomendasi kepada Dewan Komisaris Entitas Utama untuk penyempurnaan Pedoman Tata Kelola Terintegrasi. - Hasil risalah rapat telah didokumentasi dengan baik, dimana pada tahun 2018 telah dilakukan 3 (tiga) kali rapat yaitu (a) Tanggal 13 Januari 2018 dengan agenda meningkatkan kualitas pengelolaan risiko kepatuhan dan GCG Terintegrasi. (b) Tanggal 7 Februari 2018 dengan agenda, mendengarkan presentasi SKAI Terintegrasi, Kepatuhan Terintegrasi dan SKMR Terintegrasi, termasuk dalam hal ini pembahasan proses <i>mapping</i> Grup Victoria semester II 2017. (c) tanggal 10 Agustus 2018 dengan agenda membahas Laporan Konglomerasi Keuangan Group Victoria dengan mendengarkan penjelasan SKMRT, SKKT dan SKAIT semester I 2018. Governance Outcome - The Integrated Governance Committee has evaluated the implementation of Integrated Governance, through meetings and information gathered from meetings with the Compliance Work Unit, Integrated Audit Work Unit, the Integrated Risk Management Committee and Integrated Governance Committee. - The Integrated Governance Committee has provided recommendations to the Board of Commissioners of the Main Entity for the improvement of the Integrated Governance Guidelines. - The minutes of the meeting have been well documented, where in 2018 there have been 3 (three) meetings as follows: (a) Meeting on January 13, 2018 with an agenda to improve the quality of compliance risk management and Integrated GCG. (b) Meeting on February 7, 2018 with an agenda listening the presentation from the Integrated SKAI, Integrated Compliance and Integrated SKMR, in this case including the discussion of the Victoria Group mapping process in the second semester 2017. (c) Meeting on August 10, 2018 with an agenda to discuss the Victoria Group Financial Conglomerate Report by listening to the explanations of SKMRT, SKKT and SKAIT in the first semester 2018.
	Satuan Kerja Kepatuhan Terintegrasi Integrated Compliance Work Unit	2	Governance Structure - Struktur organisasi SKKT terakhir SK-DIR No. No. 008/SK-DIR/07/18 tanggal 18 Desember 2018 tentang Struktur Organisasi PT. Bank Victoria International, Tbk adalah independen terhadap Satuan Kerja Operasional. - Direksi Entitas Utama telah menetapkan SDM/personil yang memenuhi syarat dan kriteria dalam mengemban tugas dan tanggung jawab pada Satuan Kerja Kepatuhan Terintegrasi. Governance Structure - The organizational structure of the last SKKT is based on the SK-DIR No. 008/SK-DIR/07/18 dated December 18, 2018 concerning the Organizational Structure of PT. Bank Victoria International, Tbk. SKKT organizational structure is independent from the Operational Work Unit. - The Board of Directors of the Main Entity has appointed HR/personnel who meet the requirements and criteria in carrying out the duties and responsibilities of the Integrated Compliance Work Unit. Governance Process Satuan Kerja Kepatuhan Terintegrasi telah memantau dan mengevaluasi fungsi kepatuhan di Entitas Utama dan pada anggota LJK dalam Konglomerasi Keuangan melalui rapat-rapat dan melalui permintaan laporan/data atau informasi. Governance Process The Integrated Compliance Work Unit has monitored and evaluated the compliance function in the Main Entity and the LJK members in the Financial Conglomerate through meetings and requests for reports/data or information.

NO	ASPEK ASPECT	NILAI RANK	ANALISIS ANALYSIS
			Governance Outcome - Satuan Kerja Kepatuhan Terintegrasi telah menyampaikan Laporan Kepatuhan Terintegrasi kepada Direktur Kepatuhan & Manajemen Risiko Terintegrasi secara periodik. - Satuan Kerja Kepatuhan Terintegrasi melalui rapat-rapat telah menyampaikan informasi pelaksanaan tugas dan tanggung jawab kepada Direktur Kepatuhan & Manajemen Risiko Terintegrasi secara periodik. - Hasil rapat telah diadministrasikan dan tindak lanjut telah dilakukan berdasarkan notulen rapat-rapat dimaksud. - Satuan Kerja Kepatuhan Terintegrasi EU telah memantau Satuan Kerja Kepatuhan LJK melalui <i>Self Assessment</i> Kepatuhan Terintegrasi secara Triwulanan terhadap LJK dan hasilnya didokumentasikan dengan baik. Governance Outcome - The Integrated Compliance Work Unit periodically submits the Integrated Compliance Report to the Director of Compliance & Integrated Risk Management. - The Integrated Compliance Work Unit through its meetings has conveyed information on the implementation of duties and responsibilities to the Director of Compliance & Integrated Risk Management periodically. - The results of the meeting have been documented and follow-up has been carried out based on the minutes of the meetings. - The EU Integrated Compliance Work Unit has monitored the LJK Compliance Work Unit through Quarterly Integrated Compliance Self Assessment of LJK and the results has been well documented.
	SKAI Terintegrasi Integrated IAWU	2	Governance Structure SKAI Terintegrasi dalam menjalankan fungsinya adalah Independen dari Satuan Kerja Operasional atau Satuan Kerja Lainnya. - Direksi Entitas Utama telah menetapkan SDM/personil yang memenuhi syarat dan kriteria dalam mengemban tugas dan tanggung jawab pada SKAI Terintegrasi - Audit Internal Integrated telah memiliki Kebijakan melalui Surat Keputusan Direksi No.013/SK-DIR/03/18 tanggal 28 Maret 2018 dan Surat Edaran Direksi No.003/SE-DIR/03/18 tanggal 28 Maret 2018 mengenai Juklak Penyusunan Laporan Audit Internal Integrated LJK Grup Victoria; Governance Structure - In carrying out its function, Integrated SKAI is Independent from the Operational Work Unit or Other Work Units. - The Board of Directors of the Main Entity has appointed HR/personnel who meet the requirements and criteria in carrying out the duties and responsibilities of the Integrated SKAI - Integrated Internal Audit has a policy through the Board of Directors Decree No.013/SK-DIR/03/18 dated March 28, 2018 and Board of Directors' Circular Letter No.003/SE-DIR/03/18 dated March 28, 2018 concerning the Operational Guidelines for the Preparation of Integrated Internal Audit reports for LJK Victoria Group;
			Governance Process Audit Internal Integrated telah memantau Laporan Hasil Audit pada masing-masing anggota LJK dan mengkomunikasikan hasilnya pada rapat. Audit Internal Integrated memantau pelaksanaan audit intern pada masing-masing LJK melalui laporan pokok-pokok pelaksanaan audit yang disampaikan oleh masing-masing LJK setiap triwulan dan memberikan rekomendasi atau saran yang diperlukan yang akan dilaksanakan dengan metode baru, yaitu dengan menggunakan Tabel Risk Control Rating. Governance Process - Integrated Internal Audit has monitored the Audit Report on each LJK member and communicated the results at the meeting. - Internal Integrated Audit monitored the implementation of internal audits in each LJK through a report consisting audit execution main points submitted by each LJK quarterly and provided needed recommendations or suggestions to be implemented with the new method by using the Risk Control Rating Table.

NO	ASPEK ASPECT	NILAI RANK	ANALISIS ANALYSIS
			Governance Outcome • Laporan Audit Internal Integrated telah disampaikan kepada pihak terkait secara berkala. • SKAI Terintegrasi menyampaikan laporan pelaksanaan tugas dan tanggung jawabnya kepada: (1) Direktur Entitas Utama; (2) Dewan Komisaris Entitas Utama; (3) Direktur yang membawahkan fungsi Kepatuhan Entitas Utama; Governance Outcome • The Integrated Internal Audit Report has been submitted to related parties regularly. • The Integrated SKAI submit a report on the implementation of duties and responsibilities to: (1) Board of Director of the Main Entity; (2) Board of Commissioners of the Main Entity; (3) The Director in charge of the Main Entity's Compliance function; Selain itu Audit Internal Integrated telah melakukan sosialisasi mengenai Petunjuk Pelaksanaan (Juklak) Penyusunan Laporan Audit Internal Integrated Lembaga Jasa Keuangan (LJK) Grup Victoria, yaitu pada: 1) Meeting Audit Internal Integrated tanggal 5 September 2018 dengan Victoria Sekuritas Indonesia (VSI). 2) Meeting Audit Internal Integrated tanggal 12 September 2018 dengan Victoria Manajemen Investasi (VMI). 3) Meeting Audit Internal Integrated tanggal 13 September 2018 dengan Bank Victoria Syariah (BVIS). 4) Meeting Audit Internal Integrated tanggal 20 September 2018 dengan Victoria Insurance (VINS). • Audit Internal Integrated telah bertindak obyektif dalam melakukan pemantauan pelaksanaan audit. • Rekomendasi hasil audit telah sesuai dengan permasalahan dan dapat digunakan sebagai acuan perbaikan. In addition, the Integrated Internal Audit has perform dissemination regarding the Implementation Guidelines (Juklak) for the preparation of the Victoria Group Financial Services Institution's Integrated Internal Audit Report on the following occasions: 1) Integrated Internal Audit Meeting on September 5, 2018 with Victoria Sekuritas Indonesia (VSI). 2) Integrated Internal Audit Meeting on September 12, 2018 with Victoria Manajemen Investasi (VMI). 3) Integrated Internal Audit Meeting on September 13, 2018 with Bank Victoria Syariah (BVIS). 4) Integrated Internal Audit Meeting on September 20, 2018 with Victoria Insurance (VINS). • Integrated Internal Audit has acted objectively in monitoring the implementation of the audit. • Recommendations on audit results are in accordance with the issues and can be used as a reference for improvement.
	Penerapan Manajemen Risiko Terintegrasi	2	Governance Structure • Entitas Utama telah memiliki organisasi dalam mendukung penerapan Manajemen Risiko Terintegrasi yang tertuang dalam Keputusan Direksi No. 006/SK-DIR/10/15 tanggal 28 Oktober 2015 tentang Kebijakan dan Pedoman Umum Manajemen Risiko Terintegrasi. • Entitas Utama telah memiliki Surat Keputusan Direksi No. 004/SK-DIR/09/15 tentang Pedoman dan Tata Tertib Kerja Komite Manajemen Risiko Terintegrasi Grup Victoria tanggal 4 September 2015. • Entitas Utama telah memiliki Kebijakan dan Pedoman Umum Manajemen Risiko Terintegrasi melalui Surat Keputusan Direksi No. 006/SK-DIR/10/15 tanggal 28 Oktober 2015 dan Prosedur Penilaian Profil Risiko Terintegrasi melalui Surat Keputusan Direksi No. 001/SK-DIR/02/18 tanggal 8 Februari 2018. • Entitas Utama telah memiliki Surat Keputusan Direksi No. 007/SK-DIR/06/17 tentang Susunan Keanggotaan Komite Manajemen Risiko Terintegrasi Group Victoria tanggal 22 Juni 2017. • Entitas Utama telah memiliki sistem informasi Manajemen Risiko Terintegrasi melalui Surat Keputusan Direksi No. 010/SK-DIR/07/18 tentang Pedoman Aplikasi VISI (Victoria Integrated Sistem) tanggal 30 Juli 2018. Governance Structure • The Main Entity has an organization in supporting the implementation of Integrated Risk Management as stated in the Board of Directors Decree Letter No. 006/SK-DIR/10/15 dated October 28, 2015 concerning the Integrated Risk Management Policy and General Guidelines. • The Main Entity has a Board of Directors Decree Letter No. 004/SK-DIR/09/15 concerning the Guidelines and Work Rule of the Victoria Group Integrated Risk Management Committee on September 4, 2015. • The Main Entity has General Policy and Guidelines for Integrated Risk Management through a Board of Directors Decree Letter No. 006/SK-DIR/10/15 dated October 28, 2015 and Procedures for Integrated Risk Profile Evaluation through the Board of Directors Decree Letter No. 001/SK-DIR/02/18 dated February 8, 2018. • The Main Entity has the Board of Directors Decree Letter No. 007/SK-DIR/06/17 concerning Membership Composition of the Victoria Group Integrated Risk Management Committee on June 22, 2017. • The Main Entity has an Integrated Risk Management information system through a Board of Directors Decree Letter No. 010/SK-DIR/07/18 concerning the VISI (Victoria Integrated System) Application Guidelines dated July 30, 2018.

NO	ASPEK ASPECT	NILAI RANK	ANALISIS ANALYSIS
			Governance Process - Entitas Utama melalui Satuan Kerja Manajemen Risiko Terintegrasi dan Komite Manajemen Risiko Terintegrasi telah menerapkan Manajemen Risiko Terintegrasi sesuai peraturan yang berlaku. - Entitas Utama melalui Satuan Kerja Manajemen Risiko Terintegrasi telah memantau penerapan Manajemen Risiko Terintegrasi di Entitas Utama dan pada anggota LJK dalam Konglomerasi Keuangan melalui rapat-rapat dan melalui sistem informasi Manajemen Risiko Terintegrasi VISI (<i>Victoria Integrated System</i>). Governance Process - The Main Entity through the Integrated Risk Management Work Unit and the Integrated Risk Management Committee has implemented Integrated Risk Management in accordance with applicable regulations. - The Main Entity through the Integrated Risk Management Work Unit has monitored the implementation of Integrated Risk Management in the Main Entity and LJK members at the Financial Conglomerate through meetings and Integrated VISI (Victoria Integrated System) Risk Management information system. Governance Outcome - Penerapan fungsi manajemen risiko telah sesuai dengan tujuan, ukuran dan kompleksitas usaha Bank, serta risiko yang dihadapi Entitas Utama dan anggota LJK lainnya. - Direksi dan Komisaris EU telah melaksanakan tugas dan tanggung jawabnya sesuai dengan Pedoman yang telah ditetapkan dan tetap mengedepankan prinsip kehati-hatian. Governance Outcome - The implementation of the risk management function is in accordance with the objectives, size and complexity of the Bank's business, as well as the risks faced by the Main Entity and other LJK members. - Board of Commissioner and Directors at the Main Entity have carried out their duties and responsibilities in accordance with established Guidelines and continue to prioritize the principle of prudence.
	Pedoman Tata Kelola Terintegrasi Integrated Governance Guideline	1	Governance Structure - Entitas Utama telah memiliki kebijakan dan prosedur mengenai tata cara pelaksanaan Tata Kelola Terintegrasi sesuai dengan kebijakan yang berlaku; - Pelaksanaan Tata Kelola Terintegrasi Bank Victoria pada Entitas Utama dan Pelaksanaan Tata Kelola Terintegrasi bagi LJK telah sesuai dengan peraturan yang berlaku. Governance Structure - The Main Entity has policies and procedures regarding the procedures for implementing Integrated Governance in accordance with applicable policies; - Bank Victoria's Integrated Governance Implementation in the Main Entity and Integrated Governance Implementation for LJK is in accordance with applicable regulations. Governance Process Pelaksanaan proses Tata Kelola Terintegrasi oleh Entitas Utama dan LJK telah mengacu pada Pedoman Tata Kelola Terintegrasi. Governance Process The implementation of the Integrated Governance process by the Main Entity and LJK has referred to the Integrated Governance Guidelines.
			Governance Outcome - Entitas Utama dan LJK Konglomerasi telah menjalankan prinsip-prinsip Tata Kelola yang ditetapkan regulator, tercermin tidak adanya pelanggaran yang dapat mempengaruhi <i>performance</i> dan kerugian bagi Grup Victoria. - Pencapaian dan kondisi yang terjadi telah dikomunikasikan pencapaiannya dalam rapat-rapat serta fokus kepada penerapan strategi yang telah diambil Direksi dengan arahan/nasehat Dewan Komisaris. Governance Outcome - The Main Entity and LJK Conglomerate have implemented the principles of Governance established by the regulator, reflected in the absence of violations that could affect performance and losses for the Victoria Group. - The achievements and all conditions have been communicated in meetings and focused on the implementation of strategies that have been taken by the Board of Directors with direction/advice from the Board of Commissioners.

KEPENGURUSAN ENTITAS UTAMA DAN LJK DALAM KONGLOMERASI GRUP VICTORIA

ENTITAS UTAMA

Susunan Direksi dan Komisaris Entitas Utama per akhir tahun 2018 adalah sebagai berikut:

Direksi Entitas Utama

No	Nama Name	Jabatan Position	Penilaian Kemampuan dan Kepatutan Fit and Proper Test
1.	Ahmad Fajar	Direktur Utama President Director	Lulus Passed
2.	Rusli	Wakil Direktur Utama Deputy President Director	Lulus Passed
3.	Ramon Marlon Runtu	Direktur Director	Lulus Passed
4.	Tamunan	Direktur Kepatuhan & Manajemen Risiko Director of Compliance & Risk Management	Lulus Passed
5.	Debora Wahjutirto Tanoyo	Direktur Director	Lulus Passed
6.	Lembing	Direktur Director	Lulus Passed

THE MANGEMENT OF THE MAIN ENTITY AND LJK IN VICTORIA GROUP CONGLOMERATION

MAIN ENTITY

The composition of the Board Of Commissioners and Directors at the Main Entity as of the end of 2018 are as follows:

The Board of Directors of the Main Entity

Komisaris Entitas Utama

The Board of Commissioner of The Main Entity

No	Nama Name	Jabatan Position	Penilaian Kemampuan dan Kepatutan Fit and Proper Test
1	Oliver Simorangkir	Komisaris Utama President Commissioner	Lulus Passed
2	Gunawan Tenggarahardja	Komisaris Independen Independent Commissioner	Lulus Passed
3	Zaenal Abidin, PhD	Komisaris Independen Independent Commissioner	Lulus Passed

LJK – ANGGOTA GRUP VICTORIA

Susunan Direksi dan Komisaris anggota Grup Victoria per akhir tahun 2018 adalah sebagai berikut:

LJK – VICTORIA GROUP MEMBER

The composition of the Board Of Commissioners and Directors at the Victoria Group as of the end of 2018 are as follows:

DIREKSI ANGGOTA LJK

BOARD OF DIRECTORS OF LJK MEMBER

Bank Victoria Syariah (BVIS)			
No	Nama Name	Jabatan Position	Penilaian Kemampuan dan Kepatutan Fit and Proper Test
1.	Firman A Moeis	Direktur Utama President Director	Lulus Passed
2.	Andy Sundoro	Direktur Director	Lulus Passed
3.	Deddy Effendy Ridwan	Direktur Director	Lulus Passed
4.	Nurani Raswindriati	Direktur Kepatuhan Director of Compliance	Lulus Passed

Victoria Manajemen Investasi (VMI)			
No	Nama Name	Jabatan Position	Penilaian Kemampuan dan Kepatutan Fit and Proper Test
1.	Juntrihary M. Fairly	Direktur Utama President Director	Lulus Passed
2.	Linda Merliana	Direktur Director	Lulus Passed
3.	Andrew Arya Saputra	Direktur Director	Lulus Passed

Victoria Insurance (VINS)			
No	Nama Name	Jabatan Position	Penilaian Kemampuan dan Kepatutan Fit and Proper Test
1.	Suwandi Suharto	Direktur Utama President Director	Lulus Passed
2.	Suryadi	Direktur Director	Lulus Passed
3.	Fatchurhuda	Direktur Director	Lulus Passed

Victoria Sekuritas Indonesia (VSI)			
No	Nama Name	Jabatan Position	Penilaian Kemampuan dan Kepatutan Fit and Proper Test
1.	Yangky Halim	Direktur Utama President Director	Lulus Passed
2.	R. Agustinus Wisnu Widodo	Direktur Director	Lulus Passed
3.	Wira Kusuma	Direktur Director	Lulus Passed

Victoria Alife Indonesia (VAI)			
No	Nama Name	Jabatan Position	Penilaian Kemampuan dan Kepatutan Fit and Proper Test
1.	Deddy Maryadi Yoeshar	Direktur Bisnis Director of Business	Lulus Passed
2.	Dedi KUSDANI	Direktur Teknik Director of Technique	Lulus Passed

DEWAN KOMISARIS ANGGOTA LJK

DEWAN KOMISARIS ANGGOTA LJK

Bank Victoria Syariah (BVIS)			
No	Nama Name	Jabatan Position	Penilaian Kemampuan dan Kepatutan Fit and Proper Test
1.	Soegiharto	Komisaris Utama President Commissioner	Lulus Passed
2.	Djoko Nugroho	Komisaris Independen Independent Commissioner	Lulus Passed
3.	Sari Idayanti	Komisaris Commissioner	Lulus Passed

Victoria Manajemen Investasi (VMI)			
No	Nama Name	Jabatan Position	Penilaian Kemampuan dan Kepatutan Fit and Proper Test
1.	Marcia Maria Tri Martini	Komisaris Utama President Commissioner	Lulus Passed
2.	Jejei Kurnia	Komisaris Commissioner	Lulus Passed

Victoria Insurance (VINS)			
No	Nama Name	Jabatan Position	Penilaian Kemampuan dan Kepatutan Fit and Proper Test
1.	Sulistijowati	Komisaris Utama President Commissioner	Lulus Passed
2.	Vivekanand Atmaran Tolani	Komisaris Independen Independent Commissioner	Lulus Passed
3.	Jimmy Paulus Watulingas	Komisaris Independen Independent Commissioner	Lulus Passed

Victoria Sekuritas Indonesia (VSI)			
No	Nama Name	Jabatan Position	Penilaian Kemampuan dan Kepatutan Fit and Proper Test
1.	Antonius Tjipto Prastowo	Komisaris Utama dan Komisaris Independen President Commissioner and Independent Commissioner	Lulus Passed
2.	Aldo Jusuf Tjahaja	Komisaris Independen Independent Commissioner	Lulus Passed

Victoria Alife Indonesia (VAI)			
No	Nama Name	Jabatan Position	Penilaian Kemampuan dan Kepatutan Fit and Proper Test
1.	Hertanto Tjahyasurya	Komisaris Commissioner	Lulus Passed
2.	Andreas Freddy Pieloor	Komisaris Independen Independent Commissioner	Lulus Passed
3.	Hasan Basri Sagala	Komisaris Independen Independent Commissioner	Lulus Passed

Informasi Pemegang Saham Utama dan Pengendali

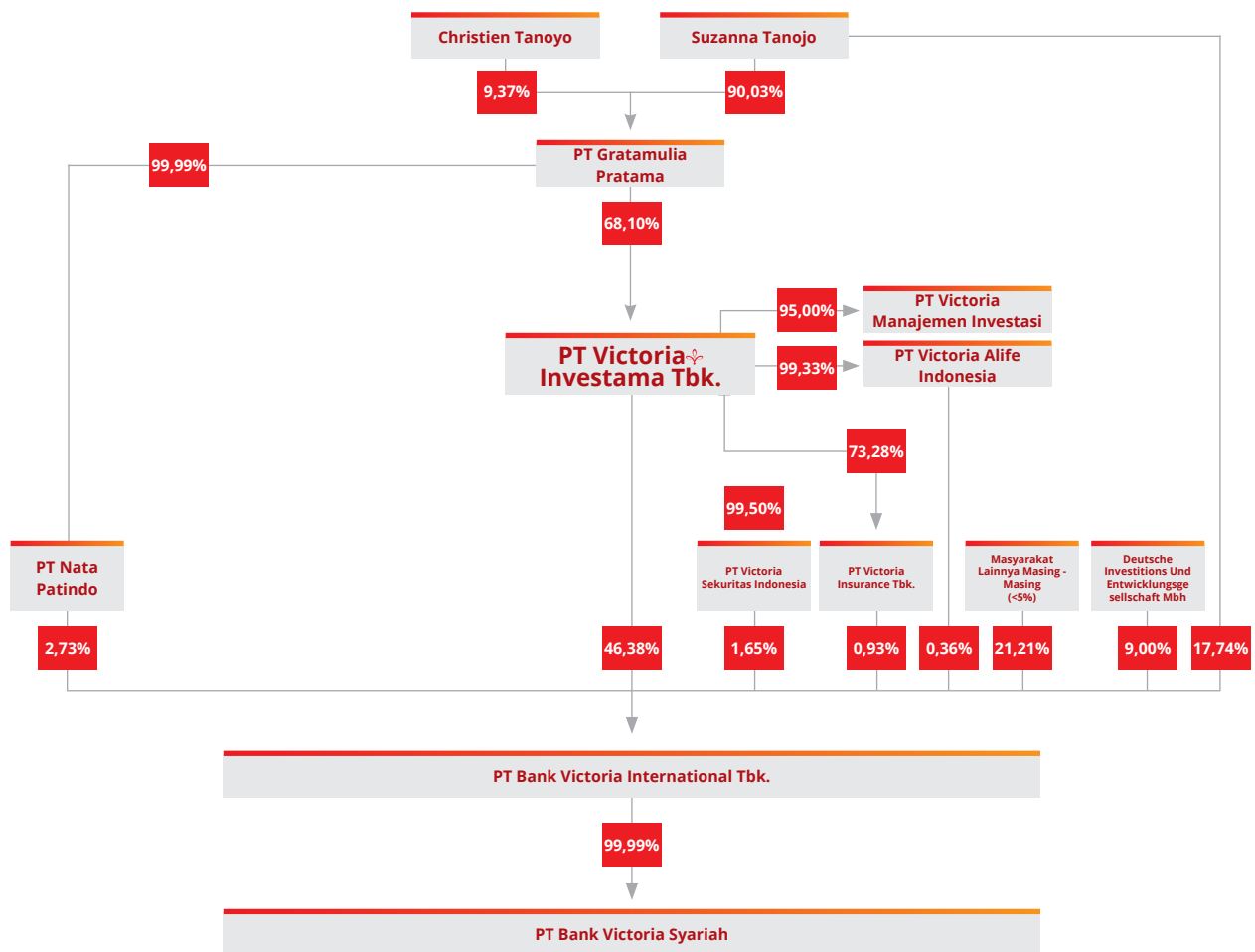
Information on Major and Controlling Shareholders

Dalam pengambilan keputusan dalam RUPS, Pemegang Saham harus menyadari tanggung jawabnya sebagai pemilik modal, dengan memperhatikan Anggaran Dasar Bank dan peraturan perundang-undangan. Terkait hal tersebut, Pemegang Saham Utama dan Pengendali harus dapat memperhatikan kepentingan Pemegang Saham Minoritas dan pemangku kepentingan lainnya. Sedangkan, Pemegang Saham Minoritas bertanggung jawab untuk menggunakan haknya dengan baik.

Adapun struktur Pemegang Saham Bank Victoria, termasuk Pemegang Saham Utama dan Pengendali, berdasarkan surat Biro Administrasi Efek (PT Adimitra Jasa Korpora No. LB-01/BVIC/012019 tanggal 4 Januari 2019 perihal Laporan Bulanan tentang Komposisi Pemegang Saham Perseroan ditunjukkan dalam skema berikut:

In the resolution-taking at the GMS, Shareholders must be aware of their responsibilities as the equity holders, by taking the Bank's Articles of Association and the laws and regulations into account. In relation thereto, Major and Controlling Shareholders must regard interests of Minority Shareholders and other stakeholders. Meanwhile, Minority Shareholders are responsible for exercising their rights properly.

The structure of Bank Victoria Shareholders, including Major and Controlling Shareholders, based on the letter of Securities Registrar (PT Adimitra Jasa Korpora No. LB-01/BVIC/012019 dated 4 January 2019 on Monthly Report on the Composition of Shareholders of the Company is shown in the following chart.



Berdasarkan struktur tersebut, Pemegang Saham Utama Bank Victoria yaitu:

1. Suzanna Tanojo, melalui kepemilikan saham secara langsung di PT Gratamulia Pratama dan PT Victoria Investama Tbk;
2. Christien Tanoyo melalui kepemilikan saham secara langsung di PT Gratamulia Pratama.

Sedangkan, Pemegang Saham Pengendali Bank Victoria yaitu:

1. Pengendali langsung, yaitu Suzanna Tanojo dan PT Victoria Investama Tbk;
2. Pengendali tidak langsung, yaitu Christien Tanoyo dan PT Gratamulia Pratama.

PERLAKUAN YANG SAMA TERHADAP SELURUH PEMEGANG SAHAM

Bank Victoria menerapkan prinsip perlakuan yang sama terhadap seluruh Pemegang Saham dalam melaksanakan keterbukaan informasi, baik terhadap Pemegang Saham Mayoritas maupun Minoritas. Hal ini dimaksudkan agar tidak terdapat informasi pihak dalam (*inside information*) yang hanya diketahui oleh Pemegang Saham Mayoritas. Pelaksanaan fungsi keterbukaan informasi tersebut dilakukan oleh *Corporate Secretary*.

Based on the structure, Major Shareholders of Bank Victoria are:

1. Suzanna Tanojo, through direct share ownership at PT Gratamulia Pratama and PT Victoria Investama Tbk.
2. Christien Tanoyo through direct share ownership at PT Gratamulia Pratama.

Meanwhile, Controlling Shareholders of Bank Victoria are:

1. Direct controllers, which are Suzanna Tanojo and PT Victoria Investama Tbk;
2. Indirect controllers, which are Christien Tanoyo and PT Gratamulia Pratama.

EQUAL TREATMENT TO ALL SHAREHOLDERS

Bank Victoria applies the equal principle of treatment to all Shareholders in exercising the disclosure of information, either to Majority or Minority Shareholders. This aims to avoid inside information which is only known by the Majority Shareholders. The implementation of the information disclosure function is conducted by the *Corporate Secretary*.

Assessment Good Corporate Governance

Assessment of Good Corporate Governance

Asesmen GCG merupakan mekanisme *check and balance* bagi manajemen untuk mengukur kekuatan dan kelemahan implementasi GCG yang sedang berjalan di Bank. Hal ini diperlukan dalam upaya memperbaiki dan meningkatkan kualitas implementasi GCG pada berbagai aspek yang diukur.

Pelaksanaan asesmen GCG dilakukan berdasarkan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 dan Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola bagi Bank Umum dan Peraturan Otoritas Jasa Keuangan No. 4/POJK.03/2016 tentang Penilaian Tingkat Kesehatan Bank Umum. Berdasarkan peraturan tersebut, Bank wajib melaksanakan penilaian atas pelaksanaan prinsip-prinsip dasar GCG secara mandiri (*self assessment*) setiap tahun buku. Penilaian dikelompokkan dalam suatu *governance system* yang terdiri dari 3 (tiga) aspek, yaitu *governance structure*, *governance process*, dan *governance outcome*.

KRITERIA PENILAIAN

Faktor-faktor yang dinilai dalam *self assessment* GCG meliputi:

1. Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris
Bank memastikan terselenggaranya pelaksanaan GCG melalui peran pengawasan yang aktif dan efektif, serta memberi masukan/rekomendasi kepada Direksi untuk kepentingan Bank, sesuai dengan ukuran dan kompleksitas usaha Bank.
2. Pelaksanaan Tugas dan Tanggung Jawab Direksi
Bank memastikan bahwa operasional dan usaha Bank telah diwujudkan dalam pelaksanaan tugas dan tanggung jawab yang berjalan sangat efektif.
3. Kelengkapan dan Pelaksanaan Tugas Komite
Bank memastikan telah memiliki semua Komite yang dipersyaratkan sesuai ketentuan regulator, serta telah melaksanakan fungsi dan tugasnya secara optimal dan efektif dalam memberikan rekomendasi yang digunakan sebagai acuan Dewan Komisaris.
4. Penanganan Benturan Kepentingan
Bank memastikan telah memiliki kebijakan dan prosedur penanganan benturan kepentingan dengan tujuan agar setiap tindakan insan Bank tidak merugikan dan tidak mengurangi keuntungan Bank, serta agar setiap keputusan terdokumentasikan dengan baik, dilengkapi dengan risalah rapat.

GCG Assessment is a check and balance mechanism for the management to measure the strengths and weaknesses of the Bank's ongoing GCG implementation. This is necessary in order to improve and enhance the quality of GCG implementation on various aspects measured.

The implementation of GCG assessment is conducted under the Financial Services Authority Regulation No. 55/POJK.03/2016 and Circular of the Financial Services Authority No. 13/SEOJK.03/2017 on the Implementation of Governance for Commercial Banks and the Financial Services Authority Regulation No. 4/POJK.03/2016 on Sound Level Assessment of Commercial Bank. Under these regulations, the Bank must conduct a self-assessment on the implementation of GCG basic principles in each fiscal year. The assessment is classified into a governance system consisting of 3 (three) aspects, which are governance structure, governance process, and governance outcome.

ASSESSMENT CRITERIA

Factors assessed in GCG self-assessment include:

1. Implementation of Duties and Responsibilities of the Board of Commissioners
The Bank ensures the implementation of GCG through its active and effective supervisory role, and provides input/recommendation to the Board of Directors for the Bank's interest, pursuant to the Bank's business size and complexity.
2. Implementation of Duties and Responsibilities of the Board of Directors
The Bank ensures that Bank's operations and business are realized in the execution of highly effective duties and responsibilities.
3. Completeness and Implementation of Committees' Duties
The Bank ensures that it has all the required Committees in accordance with the regulatory requirements, and that they have performed their functions and duties optimally and effectively in providing recommendations used as reference of the Board of Commissioners.
4. Management of Conflict of Interest
The Bank ensures that it has policies and procedures to manage conflict of interest in order to ensure that any action taken by the Bank's employees is not detrimental and does not harm the Bank's profits, and that any decision is properly documented and complemented by minutes of meetings.

5. **Penerapan Fungsi Kepatuhan**
Bank memastikan terus dilakukannya penerapan fungsi kepatuhan terhadap aktivitas operasional maupun terhadap pengembangan usaha Bank agar senantiasa sesuai dengan ketentuan yang berlaku, serta meminimalisasi pelanggaran.
6. **Penerapan Fungsi Audit Internal**
Bank memastikan pelaksanaan fungsi audit internal telah berjalan lebih efektif, independen dan objektif, serta senantiasa berpedoman pada standar yang ditetapkan dalam Standar Pelaksanaan Fungsi Audit Intern Bank (SPFAIB).
7. **Penerapan Fungsi Audit Eksternal**
Bank memastikan pelaksanaan fungsi audit eksternal berjalan secara independen dan telah sangat efektif, sesuai dengan persyaratan yang ditetapkan dalam ketentuan, dengan menghasilkan kualitas dan cakupan hasil audit yang sangat baik.
8. **Penerapan Manajemen Risiko, termasuk Sistem Pengendalian Intern**
Bank memastikan pelaksanaan fungsi manajemen risiko telah lebih efektif serta melakukan peran dan fungsinya dalam sistem pengendalian intern yang lebih komprehensif, seperti melakukan pemutakhiran kebijakan, prosedur dan penetapan limit sesuai dengan regulasi, tujuan, ukuran dan kompleksitas usaha Bank.
9. **Penyediaan Dana Kepada Pihak Terkait dan Penyediaan Dana Besar**
Bank memastikan telah dimilikinya kebijakan tertulis mengenai penyediaan dana kepada pihak terkait dan penyediaan dana besar, tidak terdapat pelanggaran maupun pelanggaran BMPK, diversifikasi penyediaan dana yang cukup merata, serta pengambilan keputusan dalam penyediaan dana dilakukan secara independen.
10. **Transparansi Kondisi Keuangan dan Non Keuangan Bank, Laporan Pelaksanaan GCG dan Pelaporan Internal**
Bank memastikan telah transparan dalam menyampaikan informasi keuangan maupun non keuangan kepada publik secara tepat waktu, lengkap, akurat, mutakhir dan utuh, termasuk penyampaian laporan pelaksanaan GCG kepada Pemegang Saham dan pemangku kepentingan lainnya, dengan didukung Sistem Informasi Manajemen Bank yang mampu menyediakan data dan informasi untuk pengambilan keputusan manajemen.
5. **Implementation of a Compliance Function**
The Bank ensures continual implementation of a compliance function to operational activities and to the Bank's business development in order to constantly comply with applicable provisions and to minimize violations.
6. **Implementation of Internal Audit Function**
The Bank ensures that the implementation of an internal audit function has been performed more effectively, independently, and objectively, and always complies with standards set forth in the Implementation Standards of the Bank's Internal Audit Function (SPFAIB).
7. **Implementation of External Audit Function**
The Bank ensures the implementation of an external audit function runs independently and highly effectively, in accordance with the requirements prescribed in the provisions, by producing excellent quality and coverage of audit results.
8. **Implementation of Risk Management, including Internal Control System**
The Bank ensures that the implementation of risk management functions has been more effective and performs its roles and functions in a more comprehensive internal control system, such as updating policies and procedures, specifying limits in accordance with Bank's regulations, objectives, size, and complexity.
9. **Provision of Funds to Related Party and Provision of Large Exposure**
The Bank ensures that it has written policies on the provision of funds to related parties and provision of large exposure, no violations nor exceeding BMPK, diversification of equitable provision of funds, and that decision-making in the provision of funds is conducted independently.
10. **Transparency of the Bank's Financial and Non-Financial Condition, GCG Implementation Report, and Internal Reporting**
The Bank ensures that it has been transparent in delivering the financial and non-financial information to the public on a timely, complete, accurate, updated, and complete manner, including the submission of GCG implementation report to Shareholders and other stakeholders, supported by the Bank's Management Information System that is capable of providing data and information for management's decision-making.

11. Rencana Strategis Bank

Bank memastikan penyusunan RBB telah dilakukan dengan realistis dan telah memperhatikan faktor eksternal dan internal, prinsip *prudent*, serta azas perbankan yang sehat dan sesuai dengan visi, misi, dan rencana korporasi Bank.

11. Bank Strategic Plan

The Bank ensures that the Bank's Business Plan (RBB) has been prepared realistically and has taken external and internal factors, prudent principles, and sound banking principles into consideration, and in line with the Bank's vision, mission, and corporate plan.

HASIL PENILAIAN

Adapun hasil *self assessment* GCG Bank Victoria ditunjukkan sebagai berikut:

RATING RESULT

The self-assessment results of Bank Victoria's GCG are shown as follows.

Tabel Hasil Self Assessment GCG
List of GCG Self-Assessment Results

ASPEK ASPECT	NILAI / SCORE					
	2018	2017	2016	2015	2014	2013
Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris Implementation of Duties and Responsibilities of the Board of Commissioners	1	1	1	1	1	1
Pelaksanaan Tugas dan Tanggung Jawab Direksi Implementation of Duties and Responsibilities of the Board of Directors	2	2	2	2	1	1
Kelengkapan dan Pelaksanaan Tugas Komite Completeness and Implementation of Committees' Duties	2	2	2	2	2	2
Penanganan Benturan Kepentingan Management of Conflict of Interest	1	1	1	1	1	1
Penerapan Fungsi Kepatuhan Implementation of a Compliance Function	2	2	2	1	1	1
Penerapan Fungsi Audit Intern Implementation of Internal Audit Function	2	2	2	2	1	2
Penerapan Fungsi Audit Ekstern Implementation of External Audit Function	2	2	2	1	1	2
Penerapan Manajemen Risiko termasuk Sistem Pengendalian Intern Implementation of Risk Management, including Internal Control System	2	2	2	2	1	1
Penyediaan Dana Kepada Pihak Terkait (<i>Related Party</i>) dan Penyediaan Dana Besar (<i>Large Exposure</i>) Provision of Fund to Related Party and Provision of Large Exposure	2	2	2	2	1	2
Transparansi Kondisi Keuangan dan Non keuangan Bank, Laporan pelaksanaan GCG dan Pelaporan Internal Transparency of the Bank's Financial and Non-Financial Condition, GCG Implementation Report, and Internal Reporting	1	1	1	1	1	1
Rencana Strategis Bank Bank Strategic Plan	2	2	2	2	2	1
Skor Self Assessment GCG Bank Victoria Bank Victoria Syariah's GCG Self-Assessment Score	2	2	2	2	2	2
KATEGORI CATEGORY	Baik Good	Baik Good	Baik Good	Baik Good	Baik Good	Baik Good
Skor Self Assessment GCG Bank Victoria Syariah GCG Self-Assessment of Bank Victoria Syariah	1,56	1,62	2,00	2,28	1,93	1,66
KATEGORI CATEGORY	Baik Good	Baik Good	Baik Good	Baik Good	Baik Good	Baik Good

Laporan Hasil Self Assessment Pelaksanaan GCG Bank Victoria Periode Desember 2018

Bank Victoria's Self-Assessment Report On GCG Implementation as of December 2018

	Peringkat Ranking	Definisi Peringkat Ranking Definition
INDIVIDUAL	2	Bank telah melakukan penerapan <i>Good Corporate Governance</i> (GCG) yang secara umum baik, tercermin dari penerapan terhadap 11 (sebelas) aspek yang telah dituangkan dalam analisis. The Bank has implemented GCG, which in general is good. This is reflected in the implementation of the 11 aspects outlined in the analysis.

No.	Aspek Aspect	Nilai Value	Analisis Analysis
1.	Pelaksanaan Tugas dan Tanggung Jawab Direksi Implementation of Duties and Responsibilities of the Board of Directors	2	<i>Governance Structure</i> - Jumlah anggota Direksi berdasarkan Akta Berita Acara Rapat Umum Pemegang Saham Luar Biasa Nomor 11 tanggal 5 Desember 2018 terdiri dari 6 (enam) orang terdiri dari Direksi Utama, Wakil Direktur Utama, 3 (tiga) Direktur Bidang, serta Direktur Kepatuhan dan Manajemen Risiko. - Setiap Direksi tidak memiliki hubungan keluarga sampai dengan derajat kedua maupun keuangan dengan anggota Direksi lainnya dan/atau anggota Komisaris. - Direksi tidak memiliki jabatan rangkap sebagai Komisaris, Direksi atau Pejabat Eksekutif pada Bank, Perusahaan dan/atau Lembaga Keuangan lainnya, kecuali untuk jabatan lain sebagaimana diperkenankan oleh ketentuan OJK. - Seluruh anggota Direksi telah lulus penilaian kemampuan dan kepatuhan dan telah memperoleh surat persetujuan dari Otoritas Jasa Keuangan. <i>Governance Process</i> - Dalam melaksanakan tugasnya Direksi berdasarkan pada Pedoman yang telah ditetapkan dan senantiasa memperhatikan dan menerapkan prinsip-prinsip GCG dan ketentuan yang berlaku. - Dalam menjalankan tugasnya Direksi senantiasa memperhatikan arahan/nasehat Dewan Komisaris melalui mekanisme rapat-rapat. - Pembahasan fokus kepada rencana bisnis Bank dan pencapaiannya serta aspek-aspek yang mempengaruhi pencapaian target dimaksud. - Dalam menjalankan tugas-tugasnya Direksi dibantu oleh beberapa Komite di bawah Direksi serta Unit-unit terkait. - Direksi telah mengambil kebijakan dan keputusan strategis melalui mekanisme Rapat Direksi, tercermin selama Januari-Desember 2018 telah melakukan rapat sebanyak 44 (empat puluh empat) kali dan 13 (tiga belas) kali rapat gabungan dengan Dewan Komisaris. <i>Governance Outcome</i> - Pencapaian kinerja tahun 2018 baik, hal ini tercermin dari peningkatan total aset, peningkatan laba, peningkatan diberikan, dan modal. Sedangkan untuk aspek keuangan dan rasio lainnya masih lebih baik tahun sebelumnya. Pencapaian dan kondisi yang terjadi telah dikomunikasikan pencapaiannya dalam rapat-rapat serta fokus kepada penerapan strategi yang telah diambil Direksi dengan arahan/nasehat Dewan Komisaris. - Bank dapat menjaga dalam pemenuhan kewajiban yang ditetapkan Regulator. <i>Governance Structure</i> - The number of members of the Board of Directors pursuant to a Deed of Minutes of Extraordinary General Meeting of Shareholders Number 11 dated 5 December 2018 is 6 (six) people comprising the President Director, Deputy President Director, 3 (three) Division Directors, and Director of Compliance and Risk Management. - Each member of the Board of Directors has no family relationship up to the second degree or financial relationship with other members of the Board of Directors and/or members of the Board of Commissioners. - The Board of Directors has no concurrent positions as a Commissioner, Director, or Executive Officer of the bank, Company, and/or other Financial Institution, except for other positions as permitted by the provisions of OJK. - All members of the Board of Directors have passed capability and compliance assessments and have obtained approval letters from the Financial Services Authority. <i>Governance Process</i> - The Board of Directors in performing its duties refers to the established Guidelines and always observe and apply the GCG principles and applicable provisions. - In performing duties, the Board Directors always observes the direction/advice from the Board of Commissioners through meetings mechanism. - The discussion is focused on the Bank's Business Plan (RBB) and its achievements, as well as aspects affecting the achievement of the target. - In performing its duties, the Board of Directors is assisted by several Committees under the Board of Directors, as well as related Units. - The Board of Directors has taken strategic policies and decisions through the mechanism of the Board of Directors' Meeting, as reflected in the January-December 2018 meetings of 44 (forty-four) times and 13 (thirteen) joint meetings with the Board of Commissioners. <i>Governance Outcomes</i> - The 2018 performance achievement is good, this is reflected in the increase in the total asset, increase in profit, loans provided, and capital. While for financial aspects and other ratios are still better in the previous year. The achievement and conditions have been communicated at the meetings and focused on the implementation of strategies taken by the Board of Directors with direction/advice from the Board of Commissioners. - Bank can keep compliance with obligations set by the Regulator.

No.	Aspek Aspect	Nilai Value	Analisis Analysis
2.	Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris Implementation of Duties and Responsibilities of the Board of Commissioners	1	<i>Governance Structure</i> - Berdasarkan Akta Berita Acara Rapat Umum Pemegang Saham Luar Biasa Nomor 11 tanggal 5 Desember 2018 jumlah anggota Dewan Komisaris telah memenuhi ketentuan, yaitu terdiri dari 3 (tiga) orang dan tidak melampaui jumlah Direksi yaitu 6 (enam) orang. - Anggota Dewan Komisaris telah memenuhi jumlah komposisi, kriteria dan independensi serta kompetensi sesuai ketentuan Otoritas Jasa Keuangan (OJK). - Anggota Dewan Komisaris adalah independen, telah memenuhi kriteria independensi dari Peraturan Otoritas Jasa Keuangan (OJK) dan Seluruh anggota Dewan Komisaris telah lulus penilaian kemampuan dan kepatuhan dan telah memperoleh surat persetujuan dari Otoritas Jasa Keuangan. 2 (dua) Komisaris Independen tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan dan hubungan keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan untuk bertindak independen. - Dewan Komisaris tidak ada yang merangkap sebagai anggota Dewan Komisaris, Direksi atau Pejabat Eksekutif pada lembaga keuangan lain kecuali terhadap hal-hal yang telah ditetapkan dalam POJK. <i>Governance Process</i> - Dewan Komisaris telah melakukan pengawasan terhadap kinerja Direksi, dengan mekanisme melalui rapat-rapat. - Selama periode Januari-Desember 2018, telah dilakukan Rapat Dewan Komisaris sebanyak 4 (empat) kali. - Dalam melaksanakan tugasnya Dewan Komisaris berdasarkan pada Pedoman yang telah ditetapkan serta sangat mempengaruhi prinsip-prinsip GCG dan ketentuan yang berlaku. - Dewan Komisaris telah memberikan arahan dan nasehat kepada Direksi dalam proses pencapaian target yang telah ditetapkan dalam Rencana Bisnis Bank. - Dalam melakukan tugasnya Dewan Komisaris dibantu oleh Komite-komite yang berada di bawah Dewan Komisaris. <i>Governance Outcome</i> - Pengarahan atau nasehat dari Dewan Komisaris telah dibahas dalam rapat dan dituangkan dalam risalah rapat. - Selama semester ini telah dilakukan rapat Dewan Komisaris sebanyak 8 (delapan) kali dan 13 (tiga belas) kali rapat gabungan dengan Direksi dan rapat per Direkstorat dengan Dewan Komisaris sebanyak 3 (tiga) kali, seluruhnya telah dituangkan dalam risalah rapat dan didokumentasikan dengan baik. - Hasil rapat menjadi salah satu acuan Direksi dalam melaksanakan tugas dan tanggung jawabnya, dengan tetap berpedoman pada GCG dan target dan pencapaian yang telah ditetapkan dalam Rencana Bisnis Bank. - Menindaklanjuti rekomendasi yang disampaikan atau dituangkan dalam risalah rapat dan dimonitor secara berkesinambungan. <i>Governance Structure</i> - Based on the Deed of Minutes of Extraordinary General Meeting of Shareholders Number 11 dated 5 December 2018 the number of members of the Board of Commissioners has met the requirement, i.e. 3 (three) persons and not exceeding the number of Board of Directors. i.e. 6 (six) persons. - Members of Board of Commissioners have met the composition number, criteria and independence, as well as competences in accordance with provisions of the Financial Services Authority (OJK). - Independent members of the Board of Commissioners have met the independence criteria of the Financial Services Authority Regulation and all members of the Board of Commissioners have passed capability and compliance assessments and have obtained approval letters from the Financial Services Authority. 2 (two) Independent Commissioners have no family relationship, management relationship, ownership and family relationships with other members of the Board of Commissioners, members of the Board of Directors and/or Controlling Shareholders or relationships with the Bank, which can influence the ability to act independently. - There is no member of the Board of Commissioners serving concurrently as a member of the Boards of Commissioners, Directors or Executive Officers in other financial institutions except for matters prescribed in POJK. <i>Governance Process</i> - The Board of Commissioners has supervised the performance of the Board of Directors through meetings. - Throughout January-December 2018, 4 (four) meetings of Board of Commissioners have been held. - The Board of Commissioners in performing its duties refers to the established Guidelines and always observe and apply the GCG principles and applicable provisions. - The Board of Commissioners has provided any direction and advice to the Board of Directors in the process of achieving targets set out in the Bank's Business Plan - In performing its duties, the Board of Commissioners is assisted by Committees under the Board of Commissioners.

No.	Aspek Aspect	Nilai Value	Analisis Analysis
			Governance Outcomes - The direction or advice of the Board of Commissioners has been discussed at the meeting and set forth in minutes of meeting; - Throughout this semester 8 (eight) Board of Commissioners meetings and 13 (thirteen) joint meetings with the Board of Directors and meetings between the Directorates and the Board of Commissioners have been held 3 (three) times, all of which have been recorded in minutes of meeting and well documented. - Results of the meeting become one of the Directors' references in carrying out their duties and responsibilities, while still adhering to GCG and targets and achievements as prescribed in the Bank's Business Plan. - Follow-up on recommendations submitted or included in minutes of meeting and monitored continuously.
3.	Kelengkapan dan Pelaksanaan Tugas Komite Completeness and Implementation of Committees' Duties	2	<i>Governance Structure</i> - Komposisi dan kompetensi anggota komite telah sesuai dengan ukuran dan kompleksitas usaha Bank. - Anggota Komite Bank yang berasal dari pihak independen, tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi independensi anggota Komite. <i>Governance Process</i> - Komite bertugas dan bertanggung jawab untuk memberikan pendapat yang profesional dan independen kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris. - Melaksanakan tugas-tugas lain yang berkaitan dengan tugas Komisaris. - Melakukan mekanisme rapat-rapat Komite serta Unit-unit terkait lainnya telah membahas berbagai hal, hasilnya dituangkan dalam risalah rapat yang akan ditindaklanjuti oleh masing-masing Unit terkait. <i>Governance Outcome</i> - Masing-masing Komite, senantiasa meningkatkan peran aktifnya dalam menindaklanjuti hal-hal yang dibahas dalam rapat Komite. - Setiap hasil rapat dituangkan dalam risalah rapat oleh pengurus Komite, termasuk pengungkapan apabila ada perbedaan pendapat (<i>dissenting opinions</i>) dan didokumentasikan dengan baik. - Komite-komite telah menjalankan fungsinya sesuai dengan koridor dan mekanisme yang telah ditetapkan dalam pedoman tugas dan tanggungjawabnya. <i>Governance Structure</i> - The composition and competency of committee members are in accordance with the size and complexity of the Bank's business. - Bank Committee members from independent parties do not have financial, management, share ownership, and/or family relationships with other members of Boards of Commissioners, Directors and/or Controlling Shareholders or relations with the Bank, which may affect the independence of Committee members. <i>Governance Process</i> - The Committee holds duties and responsibilities to provide professional and independent opinions to the Board of Commissioners regarding reports or matters submitted by the Board of Directors to the Board of Commissioners. - Conducts other duties related to duties of the Commissioner. - Applies the mechanism of Committee meetings and other related Units have discussed various matters, results thereof are contained in minutes of meetings which will be followed-up by each of the relevant Units. <i>Governance Outcomes</i> - Each Committee, always increases its active role in following-up on matters discussed at the Committee meetings. - Each result of meeting is included in minutes of meeting by the Committee's management, including disclosure if any dissenting opinions and well documented. - Committees have performed their functions in accordance with the corridor and mechanism as prescribed in the guideline of their duties and responsibilities.

No.	Aspek Aspekt	Nilai Value	Analisis Analysis
4.	Penanganan Benturan Kepentingan Management of Conflict of Interest	1	<i>Governance Structure</i> - Bank telah memiliki kebijakan dan prosedur dalam penyelesaian benturan kepentingan. - Kebijakan telah mengatur secara rinci masing-masing elemen yang mengatur proses, mekanisme serta personil yang berhak bertindak dalam penyelesaiannya. <i>Governance Process</i> Mengutamakan tindakan pencegahan dan selalu meningkatkan budaya pembelajaran dan budaya kepatuhan dalam pelaksanaan tugas dan tanggung jawab, dengan tetap menjunjung tinggi profesionalisme. <i>Governance Outcome</i> Tidak terdapat benturan kepentingan yang dapat merugikan atau mengurangi keuntungan bagi Bank. <i>Governance Structure</i> - The Bank has policies and procedures in accomplishing conflicts of interest. - The policy has regulated in detail each element governing the processes, mechanisms, and entitled personnel to act in the accomplishment. <i>Governance Process</i> Prioritizing preventive measures and always improving the learning and compliance culture in the performance of its duties and responsibilities, while upholding the professionalism. <i>Governance Outcomes</i> There are no conflicts of interest that may harm or diminish the Bank's profits.
5.	Penerapan Fungsi Kepatuhan Implementation of a Compliance Function	2	<i>Governance Structure</i> - Satuan Kerja Kepatuhan independen terhadap Satuan Kerja Operasional. - Proses pengangkatan, pemberhentian dan/atau pengunduran diri Direktur yang membawahi kepatuhan telah sesuai dengan ketentuan BI/OJK dan/atau Regulator lainnya. <i>Governance Process</i> - Dalam pelaksanaan tugasnya Direksutr yang membawahi Kepatuhan telah memastikan kepatuhan Bank terhadap ketentuan yang berlaku. - Memantau dan menjaga agar kegiatan usaha Bank tidak menyimpang. - Menetapkan langkah-langkah konstruktif dalam mencegah atau memitigasi terhadap beberapa risiko yang timbul. <i>Governance Outcome</i> - Telah melaporkan terkait tugas dan tanggung jawab Direktur yang membawahi kepatuhan sesuai dengan kebijakan OJK dan waktu yang telah ditetapkan. - Bank senantiasa sangat fokus dan peduli terkait dampak atas pelanggaran yang mungkin terjadi, sehingga terbentuk budaya patuh pada masing-masing Unit Kerja. <i>Governance Structure</i> - Independent Compliance Work Unit to the Operational Work Unit. - The process of appointment, dismissal and/or resignation of the Director in charge of compliance is in accordance with provisions of BI/OJK and/or other Regulators. <i>Governance Process</i> - In performing its duties, the Director in charge of the Compliance unit has ensured the Bank's compliance with applicable regulations. - Monitoring and preventing the Bank's business operations from deviation. - Establishing constructive measures to prevent or mitigate certain risks arising out. <i>Governance Outcomes</i> - Has reported duties and responsibilities of the Director in charge of the compliance unit in accordance with the policy of the Financial Services Authority and within the specified time. - The Bank is always highly focused and concerned on the impact of the violations that may occur, so as to form a complying culture in each work unit.

No.	Aspek Aspekt	Nilai Value	Analisis Analysis
6.	Penerapan Fungsi Audit Intern Implementation of Internal Audit Function	2	<i>Governance Struture</i> - Struktur yang dibentuk berdasarkan kebijakan berlaku dan independen terhadap Unit Kerja lain. - Telah memiliki Pedoman Audit Intern dan Piagam Internal Audit Intern yang mengacu pada Standar Fungsi Pelaksanaan Audit Intern Bank (SPFAIB). <i>Governance Process</i> - Pelaksanaan fungsi Audit Intern Bank telah berjalan sesuai dan memenuhi pedoman intern sesuai dengan standar minimum yang telah ditetapkan dalam SPFAIB dan SKAI telah menjalankan fungsinya secara independen dan objektif. - Melaporkan hasil Audit dan memonitor tindak lanjut penyelesaiannya. - Pelaksanaan <i>control</i> atas transaksi harian secara <i>day to day</i> dilakukan oleh <i>Internal Control</i> dan memonitor tindak lanjut penyelesaiannya dengan segera. <i>Governance Outcome</i> - Laporan telah disampaikan kepada pihak terkait dan dimonitor secara berkala tindaklanjutnya. - Hasil pemeriksaan dilakukan berdasarkan <i>Risk Based Audit</i>. Governance Structure - Structures established under the policy are applicable and independent to other Work Units. - Having Internal Audit Guideline and Internal Audit Charter referring to the Implementation Function Standard of the Bank's Internal Audit (SPFAIB). Governance Process - The implementation of the Bank's Internal Audit function has been in place and meets the internal guideline in accordance with the minimum standard specified in the SPFAIB, and the SKAI has performed its functions independently and objectively. - Reporting audit results and monitoring the follow-up of the accomplishment. - The implementation of day-to-day control of transactions is conducted by the Internal Control unit and monitoring the follow-up of the accomplishment instantly. Governance Outcomes - Reports have been submitted to related parties and their follow-up is monitored periodically. - Examination results are made under the Risk-Based Audit.
7.	Penerapan Fungsi Audit Ekstern Implementation of External Audit Function		<i>Governance Struture</i> Penugasan audit kepada Akuntan Publik telah memenuhi persyaratan yang telah ditetapkan. <i>Governance Process</i> - Penunjukan Akuntan Publik telah melalui mekanisme yang diatur dalam kebijakan. - Penunjukan Akuntan Publik dan KAP telah sesuai dengan rekomendasi dari Komite Audit melalui Dewan Komisaris yang telah mendapat wewenang dari RUPS. - Akuntan Publik telah melakukan audit secara independen dan profesional. - Akuntan Publik telah melaporkan hasil auditnya sesuai dengan waktu dan menyampaikannya kepada pihak-pihak penerima laporan hasil audit. <i>Governance Outcome</i> - Pelaksanaan audit oleh Akuntan Publik senantiasa bertindak objektif dan independen serta sesuai dan telah memenuhi persyaratan terhadap ketentuan yang berlaku. - Hasil audit dan <i>management letter</i> telah disampaikan secara tepat waktu kepada Otoritas Jasa Keuangan oleh KAP yang ditunjuk. Governance Structure The assignment of an audit to public accountants has met the specified requirements. Governance Process - The designation of a public accountant has followed the mechanism set forth in the policy. - The designation of a Public Accountant and KAP has been in accordance with the recommendation of the Audit Committee through the Board of Commissioners who has been authorized by the GMS. - The public accountant has conducted the audit independently and professionally. - The public accountant has reported audit results within the specified time and submits it to recipients of the audit report. Governance Outcomes - The implementation of audit by the Public Accountant is always objective and independent, and is in accordance with and has met the requirements of applicable provisions. - Results of audit and management letter have been delivered on a timely manner to the Financial Services Authority by the designated KAP.

No.	Aspek Aspekt	Nilai Value	Analisis Analysis
8.	Penerapan Manajemen Risiko termasuk Sistem Pengendalian Intern Implementation of Risk Management, including Internal Control System		<i>Governance Structure</i> - Bank telah memiliki struktur yang memadai dalam mendukung penerapan manajemen risiko dan pengendalian internal. - Bank telah memiliki kebijakan sebagai pedoman dalam pelaksanaan tugas-tugas komite. <i>Governance Process</i> - Dewan Komisaris telah mengevaluasi dan menyetujui kebijakan yang akan digunakan sebagai pedoman dalam penerapan manajemen risiko maupun pengendalian internal. - Mengembangkan dan membangun budaya Manajemen Risiko termasuk kesadaran risiko pada seluruh jenjang organisasi. <i>Governance Outcome</i> - Penerapan fungsi manajemen risiko dan pengendalian intern Bank telah sesuai dengan tujuan, kebijakan, ukuran dan kompleksitas usaha Bank, serta risiko yang dihadapi Bank. - Bank tidak melakukan aktivitas bisnis yang melampaui kemampuan permodalannya. Governance Structure - The bank already has an adequate structure in supporting the implementation of the risk management and internal control. - The Bank already has a policy as a guideline in conducting duties of the Committee. Governance Process - The Board of Commissioners has evaluated and approved the policy to be used as a guideline to implement the risk management and internal control. - Developing and building the risk management culture that includes risk awareness at all organizational levels. Governance Outcomes - The implementation of the Bank's risk management and internal control functions are in accordance with objectives, size, and complexity of the Bank's business, as well as risks the Bank assumes. - The Bank does not conduct business operations exceeding its capital capability.
9.	Penyediaan Dana Kepada Pihak Terkait (<i>Related Party</i>) dan penyediaan Dana Besar (<i>Large Exposure</i>) Provision of Funds To Related Parties and Provision of Large Exposure		<i>Governance Structure</i> Bank telah memiliki kebijakan, sistem dan prosedur tertulis yang memadai untuk penyediaan dana kepada pihak terkait dan penyediaan dana besar. <i>Governance Process</i> - Bank telah secara berkala mengevaluasi dan mengkinikan kebijakan, sistem dan prosedur. - Proses penyediaan dan kepada pihak terkait dan <i>large exposure</i> dipantau dan dikaji oleh beberapa Unit Kerja, termasuk unit yang membawahi kepatuhan. - Kajian yang dilakukan termasuk prinsip kehati-hatian dalam Penyediaan Dana Kelompok Pinjaman dan Kelompok Pihak Terkait dengan Bank. <i>Governance Outcome</i> Tidak terdapat pelanggaran dan pelampauan BMPK yang menjadi acuan Bank dalam pelaksanaan kegiatan bisnisnya. Governance Structure The Bank already has adequate written policies, systems, and procedures for the provision of funds to related parties and the provision of large exposures. Governance Process - The Bank has periodically evaluated and updated its policies, systems, and procedures. - The process of providing funds to related parties and large exposure are monitored and reviewed by several Work Units, including the unit in charge of the compliance. - The study including the principle of prudence in Providing Loan Group Funds and Related Party Groups to the Bank. Governance Outcomes There are no violations and exceeding BMPK as the Bank's reference in conducting its business operations.

No.	Aspek Aspect	Nilai Value	Analisis Analysis
10.	Transparansi Kondisi Keuangan dan Non Keuangan Bank, Laporan Pelaksanaan GCG dan Pelaporan Intern Transparency of the Bank's Financial and Non-Financial Condition, GCG Implementation Report, and Internal Reporting		<i>Governance Struture</i> - Bank memiliki kebijakan dan prosedur mengenai tata cara pelaksanaan transparansi kondisi keuangan dan non keuangan. - Bank telah menyusun Laporan Pelaksanaan GCG pada setiap semester dan akhir tahun buku dengan cakupan sesuai ketentuan yang berlaku. <i>Governance Process</i> - Bank menyusun dan menyajikan laporan dengan tata cara, jenis dan cakupan sebagaimana diatur dalam ketentuan Bank Indonesia dan/atau Otoritas Jasa Keuangan tentang Transparansi Kondisi Keuangan. - Bank telah menyusun Laporan Pelaksanaan GCG dengan isi dan cakupan sesuai dengan ketentuan yang berlaku. <i>Governance Outcome</i> Bank telah menyampaikan informasi keuangan dan non keuangan secara transparan kepada <i>public</i> melalui <i>homepage</i> Bank. Cakupan informasi keuangan dan non keuangan tersebut sangat tepat waktu, lengkap dan akurat. <i>Governance Structure</i> - The Bank has policies and procedures on the rules of transparency of financial and nonfinancial conditions. - The Bank has compiled the GCG Implementation Report for each semester and end of the fiscal year in which the coverage is in accordance with the applicable regulations. <i>Governance Process</i> - The Bank compiles and presents the reports in the manner, type, and scope as stipulated in provisions of Bank Indonesia and/or the Financial Services Authority on Financial Condition Transparency. - The Bank has composed the GCG Implementation Report in which its content and coverage is in accordance with the applicable regulations. <i>Governance Outcomes</i> The Bank has published the financial and non-financial information transparently to the public through the Bank's homepage. This scope of financial and non-financial information is on a very timely, complete, and accurate manner.
11.	Rencana Strategis Bank Bank Strategic Plan		<i>Governance Struture</i> Rencana strategis Bank telah disusun dalam Rencana Bisnis (<i>business plan</i>) sesuai dengan visi dan misi Bank. <i>Governance Process</i> - Rencana Bisnis Bank (<i>Business Plan</i>) disusun secara realitas dengan memperhatikan faktor eksternal maupun internal, prinsip kehati-hatian serta disesuaikan dengan visi dan misi Bank. - Direksi telah mengkomunikasikan Rencana bisnis Bank dengan elemen-elemen terkait. - Direksi telah melaksanakan Rencana Bisnis Bank (RBB) secara cukup baik. - Rencana strategik Bank sudah dikomunikasikan di dalam rapat-rapat Direksi dan Komisaris. <i>Governance Outcome</i> - Rencana Bisnis telah disusun oleh Direksi dan disetujui oleh Komisaris. - Rencana strategis Bank menjadi acuan dalam melaksanakan tindakan-tindakan strategis Bank, misal pembukaan Kantor Cabang dan penerbitan Surat Berharga. - Pencapaian kinerja tahun 2018 cukup baik, hal ini tercermin dari peningkatan total aset, peningkatan laba, pinjaman diberikan dan modal. Sedangkan untuk aspek keuangan dan rasio lainnya masih lebih baik tahun sebelumnya. Pencapaian dan kondisi yang terjadi telah dikomunikasikan pencapaiannya dalam rapat-rapat serta fokus kepada penerapan strategi yang telah diambil Direksi dengan arahan/ nasehat Dewan Komisaris. - Kondisi realisasi bisnis telah dikomunikasikan Direksi kepada Pemegang Saham, sehingga terjalin komunikasi yang kondusif dan telah merumuskan beberapa langkah untuk perbaikan secara berkesinambungan.

No.	Aspek Aspek	Nilai Value	Analisis Analysis
			Governance Structure The Bank's strategic plan has been composed in the form of the Business Plan in accordance with the Bank's vision and mission. Governance Process • The Bank's Business Plan is composed realistically by taking either external or internal factors, prudential principles into account, and adjustments to the Bank's vision and mission. • The Board of Directors has communicated the Bank Business Plan with related elements. • The Board of Directors has conducted RBB effectively. • The Bank's strategic plan has been communicated at Boards of Directors and Commissioners meetings. Governance Outcomes • The Business Plan has been composed by the Board of Directors and approved by the Board of Commissioners. • The Bank's strategic plan becomes a reference in implementing the Bank's strategic actions, for example the establishment of Branch Offices and the issuance of Securities. • The 2018 performance achievement is quite good, this is reflected in the increase in the total asset, increase in profit, loans provided, and capital. While for financial aspects and other ratios are still better in the previous year. The achievement and conditions have been communicated at the meetings and focused on the implementation of strategies taken by the Board of Directors with direction/advice from the Board of Commissioners. • The condition of business realization has been communicated by the Board of Directors to Shareholders, resulting in conducive communication and several steps for continual improvement have been formulated.

REKOMENDASI DAN TINDAKLANJUT

RECOMMENDATIONS AND FOLLOW-UP

Rekomendasi Recommendation	Tindaklanjuti Follow up
Komite Nominasi dan Remunerasi belum sepenuhnya menjalankan fungsinya sesuai Pasal 49 ayat (2) Peraturan OJK No.55/POJK.03/2016 tanggal 7 Desember 2016 tentang Penerapan Tata Kelola Bagi Bank Umum yaitu tidak disampaikan hasil evaluasi dan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi karyawan terkait tidak adanya kenaikan gaji karyawan di Tahun 2017 dalam mengimbangi inflasi sebesar 3,6%. Hal ini tercermin dari tidak adanya dokumentasi pembahasan penting dan relevan dalam merumuskan suatu kebijakan yang terkait dengan tidak adanya kenaikan gaji karyawan di tahun 2017. Berdasarkan Notulen Rapat yang diadakan selama tahun 2017 sebanyak 6 (enam) kali Rekomendasi Komite Remunerasi yang diberikan adalah sebagai berikut: - Evaluasi Pedoman Penilaian Konduite dan Kinerja sebagai Dasar Remunerasi. - Kebijakan Pedoman Gratifikasi tahun 2017. - Perampingan Divisi dan Jabatan untuk direkomendasikan perubahan struktur Organisasi. Sementara itu, berdasarkan penjelasan Komite Remunerasi dalam diskusi dengan pemeriksa OJK dijelaskan bahwa selain membahas ketiga hal tersebut di atas, dibahas pula masalah tidak adanya kenaikan gaji karyawan yang disebabkan Bank fokus pada perbaikan NPL yang masih tinggi > 4%, namun hal ini tidak dituangkan dalam Notulen Rapat dengan alasan takut terjadi kebocoran rahasia. Ke depan, Bank perlu meningkatkan efektifitas dari Komite Remunerasi dan Nominasi terkait kurang tertibnya dokumentasi penting dan relevan dalam merumuskan suatu kebijakan. The Nomination and Remuneration Committee has not fully performed its functions in accordance with Article 49 paragraph (2) of the FSA Regulation No.55/POJK.03/2016 dated December 7, 2016 on the Implementation of Governance for Commercial Banks. There was no evaluation results and recommendations submitted to the Board of Commissioners regarding remuneration policies for employees in relation to no increase in employees' salaries in 2017 to offset the inflation of 3.6%. This has reflected in the absence of documentation of important and relevant discussions in formulating a policy related to the no employee salary increases in 2017. Based on the Minutes of Meeting held 6 (six) times during 2017, the Recommendation of the Remuneration Committee are as follows: - Evaluation of Conduite Assessment Guidelines and Performance as a Remuneration Basis. - Gratification Guidelines Policy for 2017. - Streamline of Division and Position resulting in a recommendation of changes in Organizational structure. Meanwhile, based on the Remuneration Committee's explanation in a discussion with the OJK examiner, it was explained that besides discussing the three things mentioned above, the absence of employee salaries increase was due to the Bank still focused on improving high NPL > 4%, but this discussion was not stated in Minutes of Meeting with fear of confidentiality leaks. In the future, Bank needs to improve the effectiveness of Nomination and Remuneration Committee regarding the completion of important and relevant documentation in formulating a policy.	Bank telah menindaklanjuti terkait usulan kenaikan gaji karyawan di tahun 2018 dengan memperhatikan tingkat inflasi. The Bank has followed up on the proposed salary increase for employees in 2018 by considering inflation rate.

Implementasi Tata Kelola Perusahaan Terbuka

Implementation of Public Company Governance

Sebagai perusahaan publik, Bank menerapkan Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka, serta peraturan turunannya dalam Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka. Implementasi Pedoman Tata Kelola Perusahaan Terbuka di Bank Victoria dijelaskan sebagai berikut:

As a public company, the Bank comply with Regulation of the Financial Services Authority No. 21/POJK.04/2015 on the Implementation of Guidelines for Governance of Public Companies and its derivative regulation in Circular of the Financial Services Authority No. 32/SEOJK.04/2015 on Guidelines for Governance of Public Companies. The actual implementation of Guidelines for Governance of Public Companies in Bank Victoria is described as follows:

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
I.	Hubungan Perusahaan Terbuka dengan Pemegang Saham Dalam Menjamin Hak-Hak Pemegang Saham Relationship between the Public Company and Shareholders in Guaranteeing the Shareholders' Rights.		
1.	Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS). Increasing the Value of Convening General Meeting of Shareholders (GMS).		
a.	Perusahaan terbuka memiliki cara atau prosedur teknis pengumpulan suara (<i>voting</i>), baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan Pemegang Saham. Public Company has technical voting methods or procedures, either open or close, prioritizing independence and interest of Shareholders.	- Setiap saham dengan hak suara yang dikeluarkan mempunyai satu hak suara (<i>one share one vote</i>). Pemegang Saham dapat menggunakan hak suaranya pada saat pengambilan keputusan, terutama dalam pengambilan keputusan dengan cara <i>voting</i>. Namun demikian, mekanisme pengambilan keputusan dengan cara <i>voting</i>, baik secara terbuka maupun tertutup belum diatur secara rinci. - Perusahaan terbuka direkomendasikan mempunyai prosedur pengambilan suara dalam pengambilan keputusan atas suatu mata acara RUPS. Adapun prosedur <i>voting</i> tersebut harus menjaga independensi ataupun kebebasan Pemegang Saham. Sebagai contoh, dalam <i>voting</i> secara terbuka dilakukan dengan cara mengangkat tangan sesuai dengan instruksi pilihan yang ditawarkan oleh pimpinan RUPS. Sedangkan, dalam <i>voting</i> secara tertutup dilakukan pada keputusan yang membutuhkan kerahasiaan ataupun atas permintaan Pemegang Saham, dengan cara menggunakan kartu suara ataupun dengan penggunaan <i>electronic voting</i>. - Every issued share with voting rights has one vote (<i>one share one vote</i>). Shareholders can use their votes during decision making, especially in decision making by voting. However, decision making mechanism by voting, either open or close, has not been regulated in details. - Public Companies are recommended to have procedure of voting in decision making of one GMS agenda. The voting procedure must maintain the independence or freedom of the Shareholders. As an example, in open voting, it is done by raising hands following the instruction of selection offered by GMS Chair. Whereas in closed voting, it is done for decision that needs confidentiality or upon request by the Shareholders by using voting card or electronic voting.	Sudah dilaksanakan sepenuhnya. Bank Victoria telah memiliki cara atau prosedur teknis pengambilan keputusan RUPS, yang diatur dalam Anggaran Dasar Bank pasal 14 tentang Keputusan, Kuorum, Kehadiran, Kuorum Keputusan dalam Rapat Umum pemegang Saham dan Risalah Rapat Umum Pemegang Saham. Informasi tentang tata tertib RUPS telah dimuat dalam situs web Bank dan dibacakan pada awal pelaksanaan RUPS. Demikian juga, informasi tentang pelaksanaan voting pada saat RUPS telah dimuat dalam setiap risalah RUPS Bank, termasuk risalah RUPS Tahunan dan RUPS Luar Biasa yang dilaksanakan pada tanggal 18 Mei 2018 dan tanggal 26 Oktober 2018. It has been fully implemented. Bank Victoria has a technical method or procedure for making GMS decisions, which are stipulated in Article 14 of the Bank's Articles of Association concerning Decisions, Quorums, Attendance, Quorum of Decisions in the General Meeting of Shareholders and Minutes of General Meeting of Shareholders. Information about the rules of the GMS has been posted on the Bank's website and read out at the beginning of the GMS. Likewise, information about voting at the GMS has been included in each minutes of the Bank's GMS, including the minutes of the Annual GMS and the Extraordinary GMS held on 18 May 2018 and 26 October 2018. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
b.	Seluruh anggota Direksi dan anggota Dewan Komisaris perusahaan terbuka hadir dalam RUPS Tahunan. All members of Directors and members of Board of Commissioners of Public Company attend the Annual GMS.	Kehadiran seluruh anggota Direksi dan anggota Dewan Komisaris perusahaan terbuka bertujuan agar setiap anggota Direksi dan anggota Dewan Komisaris dapat memperhatikan, menjelaskan dan menjawab secara langsung permasalahan yang terjadi atau pertanyaan yang diajukan oleh Pemegang Saham terkait mata acara dalam RUPS. Attendance of all members of Directors and members of Board of Commissioners of Public Company is intended so that each member of Directors and member of Board of Commissioners can notice, explain, and answer directly on every problem occurred or questioned asked by the Shareholders in regard of the items in GMS agenda.	Sudah dilaksanakan. Seluruh Dewan Komisaris dan Direksi Bank Victoria menghadiri RUPS Tahunan yang dilaksanakan pada tanggal 18 Mei 2018 namun salah satu Direksi Bank yang telah mengajukan pengunduran diri tidak hadir pada RUPS Luar Biasa yang dilaksanakan pada tanggal 26 Oktober 2018. Informasi terkait pelaksanaan RUPS Tahunan tersebut disampaikan dalam pembahasan terkait Rapat Umum Pemegang Saham dalam bab Tata Kelola Perusahaan di dalam Laporan Tahunan ini. Fully Implemented. All of the Board of Commissioners and Directors of Bank Victoria attended the Annual GMS held on 18 May 2018 but one of the Directors of the Bank who had submitted his resignation was not present at the Extraordinary General Meeting of Shareholders held on 26 October 2018. The General Meeting of Shareholders in the Good Corporate Governance chapter of this Annual Report. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>
c.	Ringkasan risalah RUPS tersedia dalam situs <i>web</i> perusahaan terbuka paling sedikit selama 1 tahun. Summary of GMS Minutes is available on the Company's Website for at least 1 (one) year.	Perusahaan terbuka wajib membuat ringkasan risalah RUPS dalam bahasa Indonesia dan bahasa asing (minimal dalam bahasa Inggris), serta diumumkan 2 (dua) hari kerja setelah RUPS diselenggarakan kepada masyarakat, yang salah satunya melalui situs <i>web</i> perusahaan terbuka. Ketersediaan ringkasan risalah RUPS pada situs <i>web</i> perusahaan terbuka memberikan kesempatan bagi Pemegang Saham yang tidak hadir untuk mendapatkan informasi penting dalam penyelenggaraan RUPS secara mudah dan cepat. Oleh karena itu, ketentuan tentang jangka waktu minimal ketersediaan ringkasan risalah RUPS di situs <i>web</i> dimaksudkan untuk menyediakan kecukupan waktu bagi Pemegang Saham untuk memperoleh informasi tersebut. Public Company must make the summary of GMS resolution in Indonesian and foreign language (at least in English) and announce it in 2 (two) business days after GMS is convened to public, in which one way is through the Company's Website. The availability of the summary of GMS resolution on the company's website gives opportunity to Shareholders who cannot attend to obtain important information in GMS easily and fast. Therefore, provision on the minimum period of availability of the summary of GMS resolution on the Website is intended to give adequate time for Shareholders to obtain the information.	Sudah dilaksanakan sepenuhnya. Ringkasan risalah RUPS telah dimuat dalam situs laman Bank dalam Bahasa Indonesia dan Bahasa Inggris, serta telah dimuat dalam Harian Surat Kabar Kontan tanggal 22 Mei 2018 dan 30 Oktober 2018. Fully implemented. A summary of the minutes of the GMS has been posted on the Bank's website in Indonesian and English, and has been published in the Daily Newspaper, 22 May 2018 and 30 October 2018. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
2.	Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor. Increasing the Communication Quality of the Public Company and Shareholders or Investors.		
a.	Perusahaan terbuka memiliki suatu kebijakan komunikasi dengan Pemegang Saham atau investor. Public Company has communication policy with the Shareholders or Investors.	- Adanya komunikasi antara perusahaan terbuka dengan Pemegang Saham atau investor dimaksudkan agar para Pemegang Saham atau investor mendapatkan pemahaman lebih jelas atas informasi yang telah dipublikasikan kepada masyarakat, seperti laporan berkala, keterbukaan informasi, kondisi atau prospek bisnis dan kinerja, serta pelaksanaan tata kelola perusahaan terbuka. Di samping itu, Pemegang Saham atau investor juga dapat menyampaikan masukan dan opini kepada manajemen perusahaan terbuka. - Kebijakan komunikasi dengan para Pemegang Saham atau investor menunjukkan komitmen perusahaan terbuka dalam melaksanakan komunikasi dengan para Pemegang Saham atau investor. Dalam kebijakan tersebut dapat mencakup strategi, program, dan waktu pelaksanaan komunikasi, serta panduan yang mendukung Pemegang Saham atau investor untuk berpartisipasi dalam komunikasi tersebut. - The communication between public company and Shareholders or investors is intended to enable the Shareholders or investors to gain clearer understanding of publicly available information, such as periodic reports, information disclosure, business or performance conditions and prospects, and the implementation of corporate governance. In addition, Shareholders or investors may also submit feedback and opinions to public company's management. - Communication policy with the Shareholders or investors indicates the commitment of public company in communicating with the shareholders or investors. Such policies may include strategies, programs, and timelines of communication, as well as guidelines that support the Shareholders or investors to participate in such communications.	Sudah dilaksanakan sepenuhnya. Bank Victoria memiliki kebijakan komunikasi dengan Pemegang Saham yang antara lain diatur dalam Anggaran Dasar Bank terkait Rapat Umum Pemegang Saham (RUPS). Berdasarkan kebijakan tersebut, Bank mengungkapkan informasi-informasi yang relevan kepada Pemegang Saham dan menyediakan sarana komunikasi bagi Pemegang Saham untuk mengetahui secara langsung informasi tentang Bank, yaitu melalui Sekretaris Perusahaan. It has been fully implemented. Bank Victoria has a communication policy with Shareholders which, among other things, is regulated in the Bank's Articles of Association related to the General Meeting of Shareholders (GMS). Based on this policy, the Bank discloses relevant information to Shareholders and provides a means of communication for Shareholders to know directly information about the Bank, namely through the Corporate Secretary. Keterangan : <i>Comply</i> Conclusion : <i>Comply</i>.
b.	Perusahaan terbuka mengungkapkan kebijakan komunikasi perusahaan terbuka dengan Pemegang Saham atau investor dalam situs <i>web</i> . Public Company discloses the communication policy of Public Company with Shareholders or investors in the website.	Pengungkapan kebijakan komunikasi merupakan bentuk transparansi atas komitmen perusahaan terbuka dalam memberikan kesetaraan kepada semua Pemegang Saham atau investor atas pelaksanaan komunikasi. Pengungkapan informasi tersebut juga bertujuan untuk meningkatkan partisipasi dan peran Pemegang Saham atau investor dalam pelaksanaan program komunikasi perusahaan terbuka. The disclosure of communication policy is a form of transparency of public company's commitment in giving equality to all Shareholders or investors for the implementation of communication. The disclosure of such information also aims to increase the participation and role of Shareholders or investors in the implementation of public company's communication program.	Bank Victoria telah mengungkapkan informasi dengan Investor pada Situs Laman Bank. Informasi yang diungkap meliputi Kinerja, Saham, Obligasi, Laporan Tahunan, Anggaran Dasar, Prospektus, Keterbukaan Informasi, Profil Perusahaan, Kontak Hubungan Investor, Peringkat dan Aset yang dijual. Pengungkapan dimaksudkan untuk meningkatkan partisipasi dan peran Pemegang Saham atau investor dalam pelaksanaan program komunikasi perusahaan terbuka. Bank Victoria has disclosed information with Investors on the Bank's website. The information disclosed includes Performance, Shares, Bonds, Annual Reports, Articles of Association, Prospectus, Information Disclosure, Company Profile, Investor Relations Contacts, Ranking and Assets sold. Disclosures are intended to increase the participation and role of Shareholders or investors in the implementation of public company communication programs. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>
II.	Fungsi dan Peran Dewan Komisaris Functions and Roles of the Board of Commissioners		

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
3.	Memperkuat Keanggotaan dan Komposisi Dewan Komisaris. Strengthening Membership and Composition of the Board of Commissioners.		
a.	Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi perusahaan terbuka. The determination of number of Board of Commissioners considers the condition of the Public Company.	Jumlah anggota Dewan Komisaris dapat mempengaruhi efektivitas pelaksanaan tugas dari Dewan Komisaris. Penentuan jumlah anggota Dewan Komisaris perusahaan terbuka wajib mengacu kepada ketentuan peraturan perundang-undangan yang berlaku, yang paling kurang terdiri dari 2 orang berdasarkan ketentuan Peraturan OJK tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Selain itu, perlu juga mempertimbangkan kondisi perusahaan terbuka yang antara lain yang meliputi karakteristik, kapasitas, dan ukuran, serta pencapaian tujuan dan pemenuhan kebutuhan bisnis yang berbeda diantara perusahaan terbuka. Namun demikian, jumlah anggota Dewan Komisaris yang terlalu besar berpotensi mengganggu efektivitas pelaksanaan fungsi Dewan Komisaris. The number of members of the Board of Commissioners may affect the effectiveness of the execution of duties of the Board of Commissioners. The determination of the number of members of the Board of Commissioners of a public company must refer to the applicable laws and regulations, which is at least 2 (two) persons based on the provisions of the FSA Regulation on the Directors and the Board of Commissioners of the Issuers or Public Companies. In addition, it is also necessary to consider the conditions of public company including, among other things, the characteristics, capacities, and measures, and the achievement of objectives and the fulfillment of different business needs among the public companies. However, the large number of members of the Board of Commissioners will potentially disrupt the effectiveness of the implementation of the Board of Commissioners' functions.	Sudah dilaksanakan sepenuhnya. Penentuan jumlah anggota Dewan Komisaris Bank Victoria telah sesuai dengan Anggaran Dasar Bank, <i>Board of Commissioners Charter</i> (BOC <i>Charter</i>) yang telah disahkan melalui Surat Keputusan Dewan Komisaris No. 002/SK-KOM/09/18 tanggal 20 September 2018, dan Peraturan OJK tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Fully implemented. The determination of the number of members of the Board of Commissioners of Bank Victoria is in accordance with the Bank's Articles of Association, the Board of Commissioners Charter (BOC <i>Charter</i>) which has been ratified through a Board of Commissioners Decree No. 002/SK-KOM/09/18 September 20, 2018, and OJK Regulations concerning Board of Commissioners and Directors of Issuers or Public Companies. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>
b.	Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The determination of composition of the Board of Commissioners considers the range of expertise, knowledge, and experience required.	Komposisi Dewan Komisaris merupakan kombinasi karakteristik, baik dari segi organ Dewan Komisaris maupun anggota Dewan Komisaris secara individu, sesuai dengan kebutuhan perusahaan terbuka. Karakteristik tersebut dapat tercermin dalam penentuan keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam pelaksanaan tugas pengawasan dan pemberian nasihat oleh Dewan Komisaris perusahaan terbuka. Komposisi yang telah memperhatikan kebutuhan perusahaan terbuka merupakan suatu hal yang positif, khususnya terkait pengambilan keputusan dalam rangka pelaksanaan fungsi pengawasan yang dilakukan dengan mempertimbangkan berbagai aspek yang lebih luas. The composition of Board of Commissioners is a combination of characteristics either as organ of the Board of Commissioners or as members of the Board of Commissioners individually, according to the needs of the Public Company. These characteristics are reflected in determining expertise, knowledge, and experience required in implementing supervisory and advisory duties by the Board of Commissioners of a Public Company. The composition that has been attentive to the needs of a Public Company is a positive matter, particularly related to decision making in regard of implementing supervisory function conducted by considering various wider aspects.	Sudah dilaksanakan sepenuhnya. Pengangkatan Dewan Komisaris Bank Victoria telah mempertimbangkan keberagaman keahlian, pengetahuan, dan pengalaman yang dimiliki oleh masing-masing anggota. Keberagaman komposisi Dewan Komisaris telah disampaikan dalam pembahasan terkait Dewan Komisaris dalam bab Tata Kelola Perusahaan di dalam Laporan Tahunan ini. Fully implemented. The appointment of the Board of Commissioners of Bank Victoria has considered the range of expertise, knowledge and experience possessed by each member. The diversity of the composition of the Board of Commissioners has been conveyed in the discussion regarding the Board of Commissioners in the Corporate Governance chapter of this Annual Report. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
4.	Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris. Increasing the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners		
a.	Dewan Komisaris mempunyai kebijakan penilaian sendiri (<i>self assessment</i>) untuk menilai kinerja Dewan Komisaris. The Board of Commissioners has self assessment policy to assess the performance of the Board of Commissioners.	- Kebijakan <i>self assessment</i> Dewan Komisaris merupakan suatu pedoman yang digunakan sebagai bentuk akuntabilitas atas penilaian kinerja Dewan Komisaris secara kolektif. <i>Self assessment</i> atau penilaian sendiri dilakukan oleh masing-masing anggota untuk menilai pelaksanaan kinerja Dewan Komisaris secara kolektif, dan bukan menilai kinerja individual masing-masing anggota Dewan Komisaris. Dengan adanya <i>self assessment</i> ini diharapkan masing-masing anggota Dewan Komisaris dapat berkontribusi untuk memperbaiki kinerja Dewan Komisaris secara berkesinambungan. - Dalam kebijakan tersebut dapat mencakup kegiatan penilaian yang dilakukan beserta maksud dan tujuannya, waktu pelaksanaannya secara berkala, dan tolok ukur atau kriteria penilaian yang digunakan sesuai dengan dengan rekomendasi yang diberikan oleh fungsi nominasi dan remunerasi perusahaan terbuka, dimana adanya fungsi tersebut telah diwajibkan dalam Peraturan OJK tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik. - The Board of Commissioners' self-assessment policy is a guideline used as a form of accountability for the performance of the Board of Commissioners in a collegial manner. Self assessment is conducted by each member to assess the performance of the Board of Commissioners in a collegial manner, rather than assessing the individual performance of each member of the Board of Commissioners. With this self assessment, it is expected that each member of the Board of Commissioners can contribute to improve the performance of the Board of Commissioners on an ongoing basis. - The policy may include the assessment activities undertaken along with their purposes and objectives, time of execution periodically, and benchmarks or assessment criteria used in accordance with the recommendations given by the nomination and remuneration function of public company, in which the functions are required in the FSA Regulation on the Nomination and Remuneration Committee of Issuers or Public Companies.	Sudah dilaksanakan sepenuhnya. Dewan Komisaris Bank Victoria telah memiliki kebijakan terkait <i>self assessment</i> sebagaimana ditetapkan dalam BOC <i>Charter</i> terkait Evaluasi Kinerja Dewan Komisaris. Fully implemented. Bank Victoria's Board of Commissioners has a policy related to self assessment as stipulated in the BOC Charter related to the Performance Evaluation of the Board of Commissioners. Keterangan : <i>Comply</i> Conclusion: Comply
b.	Kebijakan penilaian sendiri (<i>self assessment</i>) untuk menilai kinerja Dewan Komisaris diungkapkan melalui Laporan Tahunan perusahaan terbuka. Self assessment policy to assess the performance of the Board of Commissioners is disclosed through the Public Company Annual Report.	Pengungkapan kebijakan <i>self assessment</i> atas kinerja Dewan Komisaris dilakukan tidak hanya untuk memenuhi aspek transparansi sebagai bentuk pertanggungjawaban atas pelaksanaan tugasnya, namun juga, untuk memberikan keyakinan, khususnya kepada para Pemegang Saham atau investor atas upaya-upaya yang perlu dilakukan dalam meningkatkan kinerja Dewan Komisaris. Dengan adanya pengungkapan tersebut, Pemegang Saham atau investor mengetahui mekanisme <i>check and balance</i> terhadap kinerja Dewan Komisaris. The disclosure of self assessment policy on the performance of the Board of Commissioners is conducted not only to fulfill the transparency aspect as a form of responsibility for the performance of its duties, but also to provide confidence, especially to the Shareholders or investors on the efforts that need to be made to improve the performance of the Board of Commissioners. With such disclosure, the Shareholders or investors know the mechanism of check and balance on the performance of the Board of Commissioners.	Sudah dilaksanakan sepenuhnya. Berdasarkan BOC <i>Charter</i>, Dewan Komisaris melaksanakan <i>self assessment</i> secara konsisten setiap tahun. Uraian terkait pelaksanaan <i>self assessment</i> Dewan Komisaris telah disampaikan dalam pembahasan terkait Dewan Komisaris dalam bab Tata Kelola Perusahaan di dalam Laporan Tahunan ini. Fully implemented. Based on BOC Charter, the Board of Commissioners carries out self assessment consistently every year. The description regarding the Board of Commissioners' self assessment has been submitted in the discussion regarding the Board of Commissioners in the Corporate Governance chapter of this Annual Report. Keterangan : <i>Comply</i> Conclusion: Comply

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
c.	Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. The Board of Commissioners has policies related to resignation of members of Board of Commissioners if involved in financial crime.	- Kebijakan pengunduran diri anggota Dewan Komisaris yang terlibat dalam kejahatan keuangan merupakan kebijakan yang dapat meningkatkan kepercayaan para pemangku kepentingan terhadap perusahaan terbuka sehingga integritas perusahaan akan tetap terjaga. Kebijakan ini diperlukan untuk membantu kelancaran proses hukum dan agar proses hukum tersebut tidak mengganggu jalannya kegiatan usaha. Selain itu, dari sisi moralitas, kebijakan ini membangun budaya beretika di lingkungan perusahaan terbuka. Kebijakan tersebut dapat tercakup dalam pedoman ataupun kode etik yang berlaku bagi Dewan Komisaris. - Selanjutnya, yang dimaksud dengan terlibat dalam kejahatan keuangan merupakan adanya status terpidana terhadap anggota Dewan Komisaris dari pihak yang berwenang. Kejahatan keuangan dimaksud seperti manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta tindakan pidana pencucian uang sebagaimana dimaksud dalam Undang-Undang No. 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang. - The resignation policy of the members of the Board of Commissioners involved in financial crime is a policy that can improve stakeholders' trust on public companies to maintain corporate integrity. This policy is required to assist in smooth legal process and to ensure that the legal process does not interfere with the business activities. In addition, in terms of morality, this policy establishes an ethical culture in public company environment. Such policies may be covered by guidelines or code of conduct applicable to the Board of Commissioners. - Furthermore, what is meant by engaging in financial crime is the status of the convicted against the member of the Board of Commissioners from the authorized party. The financial crimes in question include manipulation and various forms of embezzlement in financial services' activities and the money laundering as referred to in Law no. 8 of 2010 on the Prevention and Eradication of the Criminal Act of Money Laundering	Sudah dilaksanakan sepenuhnya. Dewan Komisaris Bank Victoria telah memiliki kebijakan terkait pengunduran diri apabila terlibat dalam benturan kepentingan sebagaimana ditetapkan dalam BOC <i>Charter</i> terkait Keanggotaan Dewan Komisaris. Fully implemented. Bank Victoria's Board of Commissioners has a policy related to resignation if involved in a conflict of interest as stipulated in the BOC Charter regarding the Membership of the Board of Commissioners. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>
d.	Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. The Board of Commissioners or Committees performing the Nomination and Remuneration functions make a succession policy in the nomination process of Directors.	Berdasarkan ketentuan Peraturan OJK tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik, komite yang menjalankan fungsi nominasi mempunyai tugas untuk menyusun kebijakan dan kriteria yang dibutuhkan dalam proses nominasi calon anggota Direksi. Salah satu kebijakan yang dapat mendukung proses nominasi sebagaimana dimaksud adalah kebijakan suksesi anggota Direksi. Kebijakan mengenai suksesi bertujuan untuk menjaga kesinambungan proses regenerasi atau kaderisasi kepemimpinan di perusahaan dalam rangka mempertahankan keberlanjutan bisnis dan tujuan jangka panjang perusahaan. Under the provisions of the FSA Regulations on the Nomination and Remuneration Committee of Issuers or Public Companies, the committees in charge of nomination function have the duty to formulate the policies and criteria required in the nomination process of candidates for the Directors. One of the policies that can support the nomination process as referred to is the succession policy of the members of the Directors. The policy on succession is aimed to maintain the continuity of the regeneration process or leadership cadre in the company to maintain business sustainability and long-term goals of the company.	Sudah dilaksanakan sepenuhnya. Komite Nominasi dan Remunerasi Bank Victoria telah memiliki kebijakan terkait suksesi Direksi sebagaimana dimuat dalam Kebijakan terkait Sistem Nominasi dan Remunerasi berdasarkan Surat Keputusan Dewan Komisaris No. 003/SK-KOM/09/18. Uraian terkait kebijakan suksesi Direksi telah disampaikan dalam pembahasan terkait Komite Nominasi dan Remunerasi dalam bab Tata Kelola Perusahaan di dalam Laporan Tahunan ini. Fully implemented. Bank Victoria's Nomination and Remuneration Committee has a policy related to the succession of the Board of Directors as contained in the Policy related to the Nomination and Remuneration System based on the Board of Commissioners Decree No. 003/SK-KOM/09/18. The description regarding the succession policy of the Board of Directors has been presented in the discussion regarding the Nomination and Remuneration Committee in the Corporate Governance chapter of this Annual Report. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
III.	Fungsi dan Peran Direksi Functions and Roles of the Directors		
5.	Memperkuat Keanggotaan dan Komposisi Direksi. Strengthening Membership and Composition of the Directors		
a.	Penentuan jumlah anggota Direksi mempertimbangkan kondisi perusahaan terbuka, serta efektifitas dalam pengambilan keputusan. The determination of number of Directors considers the condition of the Public Company, and the effectiveness of decision making.	Sebagai organ perusahaan yang berwenang dalam pengurusan perusahaan, penentuan jumlah Direksi sangat mempengaruhi jalannya kinerja Perusahaan Terbuka. Dengan demikian, penentuan jumlah anggota Direksi harus dilakukan melalui pertimbangan yang matang dan wajib mengacu pada ketentuan peraturan perundang-undangan yang berlaku, dimana berdasarkan Peraturan OJK tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik paling sedikit terdiri dari 2 (dua) orang. Di samping itu, dalam penentuan jumlah Direksi harus didasarkan pada kebutuhan untuk mencapai maksud dan tujuan perusahaan terbuka dan disesuaikan dengan kondisi perusahaan terbuka, meliputi karakteristik, kapasitas dan ukuran perusahaan terbuka serta bagaimana tercapainya efektivitas pengambilan keputusan Direksi. As the organ of the company authorized in company's management, the determination of the number of Directors greatly affects the performance of Public Company. Thus, the determination of the number of members of the Board of Directors must be made through careful consideration and must be subject to the provisions of applicable laws and regulations, which according to the FSA Regulation on the Directors and Board of Commissioners of Issuers or Public Companies, the number of the members must be composed of at least 2 (two) persons. In addition, the determination of the number of Directors should be based on the need to achieve public company's goals and objectives and adjusted to the conditions of the public company, including the characteristics, capacity, and size of the public company and how to make effective Directors' decision.	Sudah dilaksanakan sepenuhnya. Penentuan jumlah anggota Direksi Bank Victoria telah sesuai dengan Anggaran Dasar Bank, <i>Board of Directors Charter</i> (BOD Charter) yang telah disahkan melalui Surat Keputusan Direksi No. 007/SKDIR/02/16 tanggal 24 Februari 2016, dan Peraturan OJK tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Jumlah Direksi telah sesuai dengan kompleksitas usaha Bank saat ini. Fully implemented. The determination of the number of members of the Board of Directors of Bank Victoria is in accordance with the Bank's Articles of Association, the Board of Directors Charter (BOD Charter) which has been ratified by the Board of Directors Decree No. 007/SKDIR / 02/16 dated February 24, 2016, and OJK Regulations concerning Board of Commissioners and Directors of Issuers or Public Companies. The number of Directors has been in accordance with the complexity of the Bank's current business Keterangan : <i>Comply</i> Conclusion: Comply
b.	Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The determination of composition of the Directors considers range of expertise, knowledge, and experience required.	Seperti halnya Dewan Komisaris, keberagaman komposisi anggota Direksi merupakan kombinasi karakteristik yang diinginkan, baik dari segi organ Direksi maupun anggota Direksi secara individu, sesuai dengan kebutuhan perusahaan terbuka. Kombinasi tersebut ditentukan dengan cara memperhatikan keahlian, pengetahuan dan pengalaman yang sesuai pada pembagian tugas dan fungsi jabatan Direksi dalam mencapai tujuan perusahaan terbuka. Dengan demikian, pertimbangan kombinasi karakteristik dimaksud akan berdampak dalam ketepatan proses pencalonan dan penunjukan individual anggota Direksi ataupun Direksi secara kolektif. Similar to the Board of Commissioners, the diversity of composition of Directors as organ and as members of Directors individually, according to the needs of the Public Company. Such combination is determined by considering the expertise, knowledge, and experience in accordance with the division of duties and functions of Directors in achieving the Public Company's objectives. Therefore, the consideration of the combination of such characteristics will have an impact in the accuracy of the nomination process and the individual appointment of members of the Directors or the Directors in a collegial manner.	Sudah dilaksanakan sepenuhnya. Pengangkatan Direksi Bank Victoria telah mempertimbangkan keberagaman keahlian, pengetahuan, dan pengalaman yang dimiliki oleh masing-masing anggota. Keberagaman komposisi Direksi telah disampaikan dalam pembahasan terkait Direksi dalam bab Tata Kelola Perusahaan di dalam Laporan Tahunan ini. Fully implemented. The appointment of the Board of Directors of Bank Victoria has considered the range of expertise, knowledge and experience possessed by each member. The diversity of the composition of the Board of Directors has been presented in the discussion regarding the Board of Directors in the Corporate Governance chapter of this Annual Report. Keterangan : <i>Comply</i> Conclusion: Comply

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
c.	Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Members of Directors in charge of accounting or finance have the skills and/or knowledge in accounting.	- Laporan Keuangan merupakan laporan pertanggungjawaban manajemen atas pengelolaan sumber daya yang dimiliki oleh perusahaan terbuka, yang wajib disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan yang berlaku umum di Indonesia dan juga Peraturan OJK terkait, antara lain peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai penyajian dan pengungkapan Laporan Keuangan perusahaan terbuka. Berdasarkan peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai tanggung jawab Direksi atas Laporan Keuangan, Direksi secara tanggung jawab bertanggung jawab atas Laporan Keuangan, yang ditandatangani Direktur Utama dan anggota Direksi yang membawahi bidang akuntansi atau keuangan. - Dengan demikian, pengungkapan dan penyusunan informasi keuangan yang disajikan dalam laporan keuangan akan sangat tergantung pada keahlian, dan/atau pengetahuan Direksi, khususnya anggota Direksi yang membawahi bidang akuntansi atau keuangan. Adanya kualifikasi keahlian dan/atau pengetahuan di bidang akuntansi yang setidaknya dimiliki anggota Direksi dimaksud dapat memberikan keyakinan atas penyusunan Laporan Keuangan, sehingga Laporan Keuangan tersebut dapat diandalkan oleh para pemangku kepentingan sebagai dasar pengambilan keputusan ekonomi terkait perusahaan terbuka dimaksud. Keahlian dan/atau pengetahuan tersebut dapat dibuktikan dengan latar belakang pendidikan, sertifikasi pelatihan dan/atau pengalaman kerja terkait. - The Financial Statement is management accountability report on the management of resources owned by a public company, which must be prepared and presented in accordance with the generally accepted Financial Accounting Standards in Indonesia as well as the related FSA Regulation, such as the regulation on the capital market sector governing the presentation and disclosure of Company's Financial Statement. Under the laws and regulations of the capital market sector governing the Directors' responsibilities in the Financial Statement, the Directors are jointly and severally liable for the Financial Statement, signed by the President Director and member of the Directors in charge of accounting or finance sector. - Thus, the disclosure and preparation of financial information presented in the financial statement will largely depend on Directors' expertise and/or knowledge, especially the members of the Directors who are in charge of accounting or finance sector. The qualification of expertise and/or knowledge in accounting sector which at least possessed by the members of the Directors concerned can provide confidence in the preparation of Financial Statement, so that the Financial Statement can be relied upon by the stakeholders as the basis of economic decision making related to the public company. Such expertise and/or knowledge may be proven by educational background, training certification, and/or related work experience.	Sudah dilaksanakan sepenuhnya. Direktur Bank Victoria yang membawahi bidang akuntansi/keuangan memiliki pengetahuan dan keahlian di bidang akuntansi. Fully implemented. Bank Victoria's Director in charge of accounting/finance has knowledge and expertise in accounting. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
6.	Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. Increasing the Quality of Implementation of Duties and Responsibilities of the Directors.		
a.	Direksi mempunyai kebijakan penilaian sendiri (<i>self assessment</i>) untuk menilai kinerja Direksi. The Directors have self assessment policy to assess the Directors' performance.	- Seperti halnya pada Dewan Komisaris, kebijakan <i>self assessment</i> Direksi merupakan suatu pedoman yang digunakan sebagai bentuk akuntabilitas atas penilaian kinerja Direksi secara kolegal. <i>Self assessment</i> atau penilaian sendiri dilakukan oleh masing-masing anggota Direksi untuk menilai pelaksanaan kinerja Direksi secara kolegal, dan bukan menilai kinerja individual masing-masing anggota Direksi. Dengan adanya <i>self assessment</i> ini diharapkan masing-masing anggota Direksi dapat berkontribusi untuk memperbaiki kinerja Direksi secara berkesinambungan. - Dalam kebijakan tersebut dapat mencakup kegiatan penilaian yang dilakukan beserta maksud dan tujuannya, waktu pelaksanaannya secara berkala, dan tolok ukur atau kriteria penilaian yang digunakan sesuai dengan dengan rekomendasi yang diberikan oleh fungsi nominasi dan remunerasi perusahaan terbuka, dimana pembentukan fungsi tersebut telah diwajibkan dalam Peraturan OJK tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik. - Similar to the Board of Commissioners, the Directors' self-assessment policy is a guideline used as a form of accountability for Directors' performance collectively. Self assessment is performed by each member of the Directors to assess the Directors' performance collectively rather than assessing the individual performance of each member of the Directors. This self assessment is expected to improve the performance of the Directors on an ongoing basis. - Such policy may include the assessment activities taken along with their purposes and objectives, periodically execution time, and benchmarks or assessment criteria used in accordance with the recommendations given by the nomination and remuneration function of the public company, in which the formation of such functions is required in the FSA Regulation on the Nomination and Remuneration Committee of Issuers or Public Companies.	Sudah dilaksanakan sepenuhnya. Direksi Bank Victoria telah memiliki kebijakan terkait <i>self assessment</i> sebagaimana ditetapkan dalam BOD <i>Charter</i> terkait Evaluasi Kinerja Direksi. Fully implemented. Bank Victoria's Board of Directors have policies related to self assessment as stipulated in the BOD Charter related to Performance Evaluation of the Board of Directors. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>
b.	Kebijakan penilaian sendiri (<i>self assessment</i>) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan perusahaan terbuka. Self assessment policy to assess the Directors' performance is disclosed through the public company's annual report.	Pengungkapan kebijakan <i>self assessment</i> atas kinerja Direksi dilakukan tidak hanya untuk memenuhi aspek transparansi sebagai bentuk pertanggungjawaban atas pelaksanaan tugasnya, namun juga untuk memberikan informasi penting atas upaya-upaya perbaikan dalam pengelolaan perusahaan terbuka. Informasi tersebut sangat bermanfaat untuk memberikan keyakinan kepada Pemegang Saham atau investor bahwa terdapat kepastian bahwa pengelolaan perusahaan terus dilakukan ke arah yang lebih baik. Dengan adanya pengungkapan tersebut, Pemegang Saham atau investor mengetahui mekanisme <i>check and balance</i> terhadap kinerja Direksi. The disclosure of the self assessment policy on Directors' performance is conducted not only to meet the transparency aspect as a form of accountability for the performance of their duties, but also to provide important information on the improvement of public company's management. Such information is very useful to give confidence to the Shareholders or investors that there company's management continues in better direction. With such disclosure, the Shareholders or investors may know the check and balance mechanism on the Directors' performance.	Sudah dilaksanakan sepenuhnya. Berdasarkan BOD <i>Charter</i>, Direksi melaksanakan <i>self assessment</i> secara konsisten setiap tahun. Uraian terkait pelaksanaan <i>self assessment</i> Direksi telah disampaikan dalam pembahasan terkait Direksi dalam bab Tata Kelola Perusahaan di dalam Laporan Tahunan ini. Fully implemented. Based on BOD Charter, the Board of Directors carry out self assessment consistently every year. The description related to the implementation of the Board of Directors' self assessment has been presented in the discussion regarding the Board of Directors in the Corporate Governance chapter of this Annual Report. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
c.	Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. Directors have policies related to resignation of members of Directors if involved in financial crime.	- Kebijakan pengunduran diri anggota Direksi yang terlibat dalam kejahatan keuangan merupakan kebijakan yang dapat meningkatkan kepercayaan para pemangku kepentingan terhadap perusahaan terbuka, sehingga integritas perusahaan akan tetap terjaga. Kebijakan ini diperlukan untuk membantu kelancaran proses hukum dan agar proses hukum tersebut tidak mengganggu jalannya kegiatan usaha. Selain itu, dari sisi moralitas, kebijakan ini akan membangun budaya beretika di lingkungan perusahaan terbuka. Kebijakan tersebut dapat tercakup dalam pedoman ataupun kode etik yang berlaku bagi Direksi. - Selanjutnya, yang dimaksud dengan terlibat dalam kejahatan keuangan merupakan adanya status terpidana terhadap anggota Direksi dari pihak yang berwenang. Kejahatan keuangan dimaksud seperti manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta tindakan pidana pencucian uang sebagaimana dimaksud dalam Undang-Undang No. 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang. - The policy of resignation of members of the Directors involved in financial crime is a policy that may increase stakeholders' trust in public companies, to maintain company's integrity. This policy is required to assist in smooth legal process and to ensure that the legal process does not interfere with the business activities. In addition, in terms of morality, this policy will build an ethical culture within public company. Such policy may be covered in the guidelines or codes of conduct applicable to the Directors. - Furthermore, what is meant by engaged in financial crime constitutes the convicted status of the member of the Directors from the competent authority. The financial crimes in question include manipulation and various forms of embezzlement in financial services' activities and the money laundering as referred to in Law no. 8 of 2010 on the Prevention and Eradication of the Criminal Act of Money Laundering.	Sudah dilaksanakan sepenuhnya. Direksi Bank Victoria telah memiliki kebijakan terkait pengunduran diri apabila terlibat dalam benturan kepentingan sebagaimana ditetapkan dalam BOD <i>Charter</i> terkait Keanggotaan Direksi. Fully implemented. Bank Victoria's Board of Directors have policies related to resignation involved in a conflict of interest as stipulated in the BOD Charter regarding the Membership of the Board of Directors. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>
IV.	Partisipasi Pemangku Kepentingan Participation of Stakeholders		
7.	Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan. Increasing the Corporate Governance Aspect through Stakeholders Participation		
a.	Perusahaan terbuka memiliki kebijakan untuk mencegah terjadinya <i>insider trading</i> . The Public Company has a policy to prevent the occurrence of insider trading.	Seseorang yang mempunyai informasi orang dalam dilarang melakukan suatu transaksi efek dengan menggunakan informasi orang dalam sebagaimana dimaksud dalam Undang-Undang mengenai Pasar Modal. Perusahaan terbuka dapat meminimalisir terjadinya <i>insider trading</i> tersebut melalui kebijakan pencegahan, misalnya dengan memisahkan secara tegas data dan/atau informasi yang bersifat rahasia dengan yang bersifat publik, serta membagi tugas dan tanggung jawab atas pengelolaan informasi dimaksud secara proporsional dan efisien. A person having inside information is prohibited from engaging in a securities transaction by using inside information as referred to in the Capital Market Law. Public company can minimize this insider trading through prevention policies, for example by strictly separating the confidential data and/or information from public ones, and dividing the duties and responsibilities for the management of such information in a proportionate and efficient manner.	Sudah dilaksanakan sepenuhnya. Bank Victoria telah memiliki kebijakan untuk mencegah terjadinya <i>insider trading</i> sebagaimana dimuat dalam <i>Code of Conduct</i> yang telah disahkan melalui Surat Keputusan Direksi No. 002/SK-DIR/02/16 tanggal 15 Februari 2016. Fully implemented. Bank Victoria has a policy to prevent the occurrence of insider trading as contained in the Code of Conduct which has been ratified through the Board of Directors Decree No. 002/SK-DIR/02/16 dated February 15, 2016. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
b.	Perusahaan terbuka memiliki kebijakan anti korupsi dan anti <i>fraud</i>. Public Company has anti-corruption and anti-fraud policies.	Kebijakan anti korupsi bermanfaat untuk memastikan agar kegiatan usaha perusahaan terbuka dilakukan secara legal, <i>prudent</i>, dan sesuai dengan prinsip-prinsip tata kelola yang baik. Kebijakan tersebut dapat merupakan bagian dalam kode etik, ataupun dalam bentuk tersendiri. Kebijakan tersebut antara lain dapat meliputi program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (<i>kickbacks</i>), <i>fraud</i>, suap dan/atau gratifikasi dalam perusahaan terbuka. Lingkup dari kebijakan tersebut harus menggambarkan pencegahan perusahaan terbuka terhadap segala praktik korupsi, baik memberi atau menerima dari pihak lain. Anti-corruption policy is useful for ensuring that public company's business activities are conducted legally, prudently, and in accordance with the principles of good governance. This policy may be part of the code of ethics, or on a separated form. This policy may include programs and procedures taken in handling corrupt practices, kickbacks, fraud, bribery, and/or gratification in public company. The scope of the policy must illustrate the prevention of public company against all corrupt practices, either giving to or receiving from other parties.	Sudah dilaksanakan sepenuhnya. Bank Victoria telah memiliki kebijakan anti korupsi dan anti <i>fraud</i> sebagaimana dimuat dalam <i>Code of Conduct</i>. Fully implemented. Bank Victoria has an anti-corruption and anti-fraud policies as contained in the Code of Conduct. Keterangan : <i>Comply</i> Conclusion: Comply
c.	Perusahaan terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau <i>vendor</i>. Public Company has a policy on selection and improvement of supplier or vendor capabilities.	- Kebijakan tentang seleksi pemasok atau <i>vendor</i> bermanfaat untuk memastikan agar perusahaan terbuka memperoleh barang atau jasa yang diperlukan dengan harga yang kompetitif dan kualitas yang baik. Sedangkan, kebijakan peningkatan kemampuan pemasok atau <i>vendor</i> bermanfaat untuk memastikan bahwa rantai pasokan (<i>supply chain</i>) berjalan dengan efisien dan efektif. Kemampuan pemasok atau <i>vendor</i> dalam memasok/memenuhi barang atau jasa yang dibutuhkan perusahaan akan mempengaruhi kualitas output perusahaan. - Pelaksanaan kebijakan-kebijakan tersebut dapat menjamin kontinuitas pasokan, baik dari segi kuantitas maupun kualitas yang dibutuhkan perusahaan terbuka. Adapun cakupan kebijakan ini meliputi kriteria dalam pemilihan pemasok atau <i>vendor</i>, mekanisme pengadaan yang transparan, upaya peningkatan kemampuan pemasok atau <i>vendor</i>, dan pemenuhan hak-hak yang berkaitan dengan pemasok atau <i>vendor</i>. - The policies on selection of suppliers or vendors are useful to ensure that the public company acquire the necessary goods or services at competitive prices and good quality. While the policy on increasing the ability of suppliers or vendors is useful to ensure that the supply chain runs efficiently and effectively. The ability of suppliers or vendors to supply/meet the goods or services required by the company will affect the quality of company's output. - The implementation of these policies can ensure continuity of supplies, both in terms of quantity and quality required by public company. The scope of this policy includes criteria in the selection of suppliers or vendors, transparent procurement mechanisms, efforts to improve the ability of suppliers or vendors, and the fulfillment of rights related to suppliers or vendors.	Sudah dilaksanakan sepenuhnya. Bank Victoria telah memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau <i>vendor</i> sebagaimana diatur dalam Surat Keputusan Direksi No. 024/SK-DIR/04/13 tentang Kebijakan dan Prosedur <i>General Affair</i> PT Bank Victoria International Tbk dan Surat Keputusan Direksi No. 050/SK-DIR/XII/14 tentang Penambahan dan Perubahan Kebijakan dan Prosedur <i>General Affair</i> PT Bank Victoria International Tbk. Fully implemented. Bank Victoria has a policy regarding the selection and improvement of the suppliers or vendors ability as stipulated in the Board of Directors Decree No. 024/SK-DIR/04/13 concerning General Affair Policies and Procedures of PT Bank Victoria International Tbk and Board of Directors Decree No. 050/SK-DIR/XII/14 concerning Additions and Amendments to General Affair Policies and Procedures of PT Bank Victoria International Tbk. Keterangan : <i>Comply</i> Conclusion: Comply
d.	Perusahaan terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. Public Company has a policy on the fulfillment of creditors' rights.	Kebijakan tentang pemenuhan hak-hak kreditur digunakan sebagai pedoman dalam melakukan pinjaman kepada kreditur. Tujuan dari kebijakan dimaksud adalah untuk menjaga terpenuhinya hak-hak dan menjaga kepercayaan kreditur terhadap perusahaan terbuka. Dalam kebijakan tersebut mencakup pertimbangan dalam melakukan perjanjian, serta tindak lanjut dalam pemenuhan kewajiban perusahaan terbuka kepada kreditur. Policies on fulfillment of creditor rights are used as a guideline to provide lending to creditors. The purpose of the policy is to maintain the fulfillment of rights and maintain the creditor trust in the Public Company. The policy includes consideration in entering agreements, as well as follow-ups in fulfilling the Public Company's obligations to creditors.	Sudah dilaksanakan sepenuhnya. Bank Victoria telah memiliki kebijakan tentang pemenuhan hak-hak kreditur sebagaimana diatur dalam <i>Code of Conduct</i>. Fully implemented. Bank Victoria has a policy on the fulfillment of the creditors' rights as stipulated in the Code of Conduct. Keterangan : <i>Comply</i> Conclusion: Comply

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
e.	Perusahaan terbuka memiliki kebijakan sistem <i>whistleblowing</i>. Public Company has policies of whistleblowing system.	Kebijakan sistem <i>whistleblowing</i> yang telah disusun dengan baik akan memberikan kepastian perlindungan kepada saksi atau pelapor atas suatu indikasi pelanggaran yang dilakukan karyawan atau manajemen perusahaan terbuka. Penerapan kebijakan sistem tersebut akan berdampak pada pembentukan budaya tata kelola perusahaan yang baik. Kebijakan sistem <i>whistleblowing</i> mencakup antara lain jenis pelanggaran yang dapat dilaporkan melalui sistem <i>whistleblowing</i>, cara pengaduan, perlindungan dan jaminan kerahasiaan pelapor, penanganan pengaduan, pihak yang mengelola aduan, dan hasil penanganan dan tindak lanjut pengaduan. A well-structured whistleblowing system policy will provide assurance of protection to the witnesses or reporters for an indication of breach by an employee or public company's management. The implementation of such system policy will impact the establishment of good corporate governance culture. The whistleblowing system policy includes among others types of violations that can be reported through whistleblowing system, methods to file a complaint, safeguards and confidentiality of the complainant, complaint handling, party managing complaints, and the results of the handling and complaints follow-up.	Sudah dilaksanakan sepenuhnya. Bank Victoria telah memiliki kebijakan sistem <i>whistleblowing</i> sebagaimana diatur dalam Surat Keputusan Direksi No. 006/SK-DIR/02/16 tentang Standar Operasional Prosedur <i>Whistleblowing System</i> PT Bank Victoria International Tbk. Fully implemented. Bank Victoria has a whistleblowing system policy as stipulated in the Board of Directors Decree No. 006/SK-DIR/02/16 concerning Standard Operating Procedure for Whistleblowing System at PT Bank Victoria International Tbk. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>
f.	Perusahaan terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. The Public Company has a long term incentive policy to Directors and employees.	- Insentif jangka panjang merupakan insentif yang didasarkan atas pencapaian kinerja jangka panjang. Rencana insentif jangka panjang mempunyai dasar pemikiran bahwa kinerja jangka panjang perusahaan tercermin oleh pertumbuhan nilai dari saham atau target-target jangka panjang perusahaan lainnya. Insentif jangka panjang bermanfaat dalam rangka menjaga loyalitas dan memberikan motivasi kepada Direksi dan karyawan untuk meningkatkan kinerja atau produktivitasnya yang akan berdampak pada peningkatan kinerja perusahaan dalam jangka panjang. - Adanya suatu kebijakan insentif jangka panjang merupakan komitmen nyata perusahaan terbuka untuk mendorong pelaksanaan pemberian insentif jangka panjang kepada Direksi dan karyawan dengan syarat, prosedur dan bentuk yang disesuaikan dengan tujuan jangka panjang perusahaan terbuka. Kebijakan dimaksud dapat mencakup, antara lain: maksud dan tujuan pemberian insentif jangka panjang, syarat dan prosedur dalam pemberian insentif, serta kondisi dan risiko yang harus diperhatikan oleh perusahaan terbuka dalam pemberian insentif. Kebijakan tersebut juga dapat tercakup dalam kebijakan remunerasi perusahaan terbuka yang ada. - Long-term incentives are incentives based on the achievement of long-term performance. Long-term incentive plans have a rationale that the long-term performance of the company is reflected by the growth in the share value or other long-term targets of the company. Long-term incentives are useful in order to maintain loyalty and motivate the Directors and employees to boost performance or productivity that will impact on improving the company's performance over the long term. - This long-term incentive policy is a commitment of the public company to encourage the implementation of long-term incentives to the Directors and the employees on terms, procedures, and forms tailored to the long-term objectives of public company. Such policies may include, among others: the intent and objectives of providing long-term incentives, terms and procedures for incentives, and the conditions and risks that the public company should pay attention to in providing incentives. Such policies may also be included in the existing public company remuneration policy.	Sudah dilaksanakan sepenuhnya. Berdasarkan Surat Keputusan Direksi No. 002/SK-DIR/11/18 tanggal 19 November 2018 tentang Standar Operasional Prosedur <i>Human Capital Management</i>. Fully implemented. Based on Board of Directors Decree No. 002/SK-DIR/11/18 dated November 19, 2018 concerning Standard Operating Procedures for Human Capital Management. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>

No.	Aspek/Prinsip/ Rekomendasi Aspects/Principles/ Recommendations	Keterangan Description	Realisasi Realization
V.	Keterbukaan Informasi Disclosure of Information		
8.	Meningkatkan Pelaksanaan Keterbukaan Informasi. Increasing Implementation of Information Disclosure		
a.	Perusahaan terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas, selain situs <i>web</i>, sebagai media keterbukaan informasi. The Public Company has utilized the use of information technology more broadly, in addition to the website, as a media of information disclosure.	Penggunaan teknologi informasi dapat bermanfaat sebagai media keterbukaan informasi. Adapun keterbukaan informasi yang dilakukan tidak hanya keterbukaan informasi yang telah diatur dalam peraturan perundang-undangan, namun juga informasi lain terkait perusahaan terbuka yang dirasakan bermanfaat untuk diketahui Pemegang Saham atau investor. Dengan pemanfaatan teknologi informasi secara lebih luas, selain situs <i>web</i>, diharapkan perusahaan dapat meningkatkan efektivitas penyebaran informasi perusahaan. Meskipun demikian, pemanfaatan teknologi informasi yang dilakukan tetap memperhatikan manfaat dan biaya perusahaan. The use of information technology can be useful as a medium to disclose information. The information disclosure is done not only to the information regulated in legislation, but also other information related to public company for the Shareholder or investors on need-to-know basis. With the utilization of information technology widely, in addition to the website, it is expected that the company can improve the effectiveness of the dissemination of corporate information. Nevertheless, the utilization of information technology taken still pay attention to company's benefits and costs.	Sudah dilaksanakan sepenuhnya,. Bank Victoria telah memanfaatkan teknologi informasi, baik situs laman Bank, media internal, dan media komunikasi massa, untuk melaksanakan keterbukaan informasi kepada <i>stakeholders</i>. Melalui situs laman Bank dan media internal, Bank juga menyampaikan informasi lainnya yang dianggap perlu diketahui oleh <i>stakeholders</i>. Fully implemented. Bank Victoria has utilized information technology on the Bank's website, internal media, and mass communication media to implement information disclosure to the stakeholders. Through the Bank's website and internal media, the Bank also conveys other information may needed by the stakeholders. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>
b.	Laporan Tahunan perusahaan terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham perusahaan terbuka paling sedikit 5%, selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham perusahaan terbuka melalui Pemegang Saham Utama dan Pengendali. The Public Company's Annual Report discloses the ultimate beneficial owner of the Public Company's share ownership of at least 5%, in addition to the disclosure of ultimate beneficial owner in the share ownership of Public Company through Main and Controlling Shareholders.	Peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai penyampaian laporan tahunan perusahaan terbuka telah mengatur kewajiban pengungkapan informasi mengenai Pemegang Saham yang memiliki 5% (lima persen) atau lebih saham perusahaan terbuka, serta kewajiban pengungkapan informasi mengenai pemegang saham utama dan pengendali perusahaan terbuka, baik langsung maupun tidak langsung, sampai dengan pemilik manfaat terakhir dalam kepemilikan saham tersebut. Dalam pedoman tata kelola ini, direkomendasikan untuk mengungkapkan pemilik manfaat akhir atas kepemilikan saham perusahaan terbuka paling sedikit 5%, (lima persen) selain mengungkapkan pemilik manfaat akhir dari kepemilikan saham oleh Pemegang Saham Utama dan Pengendali. The laws and regulations in capital market sector governing the submission of company's annual report has specified the disclosure obligation of Shareholders having 5% (five percent) of shares or more of public company, as well as the obligation to disclose information about the major shareholders and controllers of public company, whether directly or indirectly, to the last beneficial owner in the ownership of such shares. In the governance guidelines it is recommended to disclose the ultimate beneficial owner of the Public Company's share ownership of at least 5% (five percent), in addition to the disclosure of the ultimate beneficial owner of the share ownership by Main and Controlling Shareholders.	Sudah dilaksanakan sepenuhnya. Bank telah mengungkapkan pemilik manfaat akhir dalam kepemilikan saham perusahaan paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham perusahaan terbuka melalui Pemegang Saham Utama dan Pengendali. Pengungkapan tersebut telah disampaikan dalam pembahasan terkait Komposisi Kepemilikan Saham dalam bab Profil Perusahaan di dalam Laporan Tahunan ini. Fully implemented. The Bank has disclosed the ultimate benefit owner in the Company's share ownership of at least 5% (five percent), in addition to the disclosure of the ultimate benefit owner in the public company's shares ownership through the Main and Controlling Shareholder. These disclosures have been presented in the discussion regarding the Composition of Share Ownership in the chapter of the Company Profile in this Annual Report. Keterangan : <i>Comply</i> Conclusion: <i>Comply</i>

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility





Tata Kelola Tanggung Jawab Sosial

Social Responsibility Governance

Sebagai perusahaan yang bergerak dalam lembaga keuangan untuk melayani publik, diwujudkan dalam upaya melayani lingkungan sekitar, baik melalui pelestarian lingkungan hidup maupun pengembangan kualitas lingkungan sosial masyarakat. Komitmen Bank terkait hal ini diwujudkan melalui pelaksanaan tanggung jawab sosial secara berkelanjutan, terencana dan terarah agar Bank Victoria semakin bermanfaat bagi *stakeholders* dan bagi pembangunan ekonomi tanah air. Komitmen tersebut, diwujudkan dalam kepatuhan terhadap peraturan yang diterbitkan oleh otoritas antara lain:

1. Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen;
2. Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan;
3. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas; serta
4. Peraturan Otoritas Jasa Keuangan No. 1/POJK.07/2013 tentang Perlindungan Konsumen Sektor Jasa Keuangan.

Dalam implementasi CSR, struktur pengelola CSR Bank Victoria berdasarkan Memo Intern No. 061/HCM DIR/04/14 tanggal 29 April 2014 ditunjukkan sebagai berikut.

As a company engaging in financial institution to serve the public, it is manifested in an effort to serve the surrounding environment, either through environmental preservation or development of community's social environmental quality. The Bank's commitment related to this matter is realized through the implementation of sustainable, planned, and directed social responsibility so that Bank Victoria is increasingly beneficial to stakeholders and to the economic development of the country. This commitment is manifested in compliance with regulations issued by the authorities as follows:

1. Law No. 8 of 1999 on Consumer Protection;
2. Law No. 13 of 2003 on Manpower;
3. Law No. 40 of 2007 on Limited Liability Company; and
4. Financial Services Authority Regulation No. 1/POJK.07/2013 on Customer Protection of Financial Services Institution

In implementing CSR, Bank Victoria's CSR management structure based on Internal Memo No. 061/HCM DIR/04/14 dated 29 April 2014 is shown as follows.



METODA DAN RUANG LINGKUP DUE DILIGENT TERHADAP DAMPAK SOSIAL, EKONOMI DAN LINGKUNGAN DARI AKTIVITAS PERSEROAN

Bank Victoria menyadari peran penting dalam implementasi CSR adalah meliputi seluruh dampak dari kegiatan bisnis terhadap seluruh pemangku kepentingan. Dengan demikian, Bank Victoria telah memiliki metode *due diligent* terhadap dampak sosial, ekonomi dan lingkungan dari aktivitas Bank. Mekanisme *due diligent* digunakan meliputi:

1. Survei kepuasan nasabah
2. Survei engagement pegawai
3. Analisis efektivitas pelaksanaan kegiatan tanggung jawab sosial kepada masyarakat.

DUE DILIGENT METHOD AND SCOPE ON SOCIAL, ECONOMIC, AND ENVIRONMENTAL IMPACTS OF COMPANY'S ACTIVITIES

Bank Victoria realizes its important role in implementing CSR, which is to cover all impacts of the business activities on all stakeholders. Therefore, Bank Victoria already has a due diligent method on the social, economic, and environmental impacts of the Bank's activities. The due diligent mechanism used includes:

1. Customer satisfaction survey
2. Employee engagement survey
3. Analysis of the effectiveness of implementing social responsibility activities to the community.

STAKEHOLDER PENTING YANG TERDAMPAK ATAU BERPENGARUH PADA DAMPAK DARI AKTIVITAS PERSEROAN

Bank Victoria menyadari keberadaan pemangku kepentingan sebagai pihak yang memiliki pengaruh dan terpengaruh terhadap pencapaian tujuan perusahaan. Selain itu, Bank Victoria berupaya mengidentifikasi berbagai pemangku kepentingan dan mengelompokkannya ke dalam kelompok pemangku kepentingan yakni:

1. Pegawai,
2. Nasabah,
3. Penyedia barang dan jasa (Evaluasi yang objektif dalam pengadaan perlengkapan dan peralatan bank),
4. Organisasi Bisnis,
5. Pemerintah,
6. Masyarakat,
7. Media Massa, dan
8. Organisasi Profesi.

Bank Victoria secara berkelanjutan terus melakukan pembinaan hubungan dengan pemangku kepentingan, yang meliputi internal dan eksternal Bank. Dari berbagai kegiatan interaksi dan para pemangku kepentingan, Bank Victoria merealisasikan pola hubungan dan pembinaan dengan masing-masing kelompok kepentingan sesuai dengan topik-topik yang relevan. Pola pembinaan disesuaikan dengan karakteristik masing-masing pemangku kepentingan, demikian juga frekuensi dalam melakukan pembinaan.

ISU-ISU PENTING SOSIAL, EKONOMI DAN LINGKUNGAN TERKAIT DAMPAK KEGIATAN AKTIVITAS PERSEROAN

Bank Victoria telah mengidentifikasi isu-isu penting sosial, ekonomi, dan lingkungan terkait dampak kegiatan perusahaan dalam rangka melakukan pengelolaan isu-isu penting tersebut agar memberikan dampak positif bagi pemegang saham dan pemangku kepentingan lainnya. Hal ini Bank Victoria menyesuaikan isu-isu penting sosial, ekonomi dan lingkungan tersebut terhadap prinsip-prinsip ISO 26000. Adapun prinsip pada ISO 26000: *Guidance Standard on Social Responsibility* sebagai salah satu panduan dalam mengimplementasikan CSR. Pedoman tersebut memuat 7 (tujuh) isu utama terkait CSR, yaitu:

1. Tata Kelola Organisasi;
2. Hak Asasi Manusia;
3. Ketenagakerjaan;
4. Lingkungan Hidup;
5. Praktik Kegiatan Institusi yang Adil;
6. Isu Konsumen; dan
7. Pelibatan dan Pengembangan Masyarakat.

IMPORTANT STAKEHOLDERS THAT ARE AFFECTED BY OR INFLUENCING THE IMPACT OF COMPANY'S ACTIVITIES

Bank Victoria is aware of the existence of stakeholders as parties who have influence and are affected by the achievement of the Company objectives. Furthermore, Bank Victoria seeks to identify various stakeholders and groups them into stakeholders groups which are:

1. Employee,
2. Customer,
3. Provider of goods and services (objective evaluation in the procurement of bank equipment and tools),
4. Business Organization,
5. Government,
6. Community,
7. Mass Media, and
8. Professional Organization.

Bank Victoria keeps fostering relationship with stakeholders on an ongoing basis, which includes the Bank's internal and external parties. From various interaction activities with the stakeholders, Bank Victoria realizes the pattern of relationships and fosters with each interest group according to the relevant topics. The fostering pattern is adjusted to the characteristics of each stakeholder, as well as the frequency in conducting fostering.

IMPORTANT SOCIO-ECONOMIC AND ENVIRONMENTAL ISSUES RELATED TO THE IMPACT OF THE COMPANY'S ACTIVITIES

Bank Victoria has identified the important social, economic, and environmental issues related to the impact of the Company's activities in managing these important issues in order to have a positive impact on shareholders and other stakeholders. In this matter, Bank Victoria adjusts these important social, economic, and environmental issues to the principles of ISO 26000. The principles of ISO 26000: *Guidance Standard on Social Responsibility* as a guide in implementing CSR. The guideline contains 7 (seven) main issues related to CSR, which are:

1. Organization Governance;
2. Human Rights;
3. Manpower;
4. Environment;
5. Fair Practice of Institutional Activities;
6. Customer Issues; and
7. Community Engagement and Development.

Skema Implementasi CSR Secara Holistik

Holistic CSR Implementation Scheme



TANGGUNG JAWAB SOSIAL PERUSAHAAN YANG MERUPAKAN KEWAJIBAN MAUPUN YANG MELEBIHI KEWAJIBAN

Bank Victoria telah melaksanakan tanggung jawab sosial yang merupakan kewajiban dan yang melebihi kewajiban dengan baik. Rincian kegiatan-kegiatan tersebut adalah sebagai berikut:

Kegiatan tanggung jawab sosial yang merupakan kewajiban

CORPORATE SOCIAL RESPONSIBILITY, WHICH IS AN OBLIGATION AND BEYOND THE OBLIGATION

Bank Victoria has carried out its social responsibility which is an obligation and beyond the obligations properly. Details of these activities are as follows:

Social responsibility activities that are an obligation

Kegiatan Activities	Dasar Regulasi Basis of Regulations
Ketenagakerjaan Manpower	Undang-Undang Republik Indonesia No.13 tahun 2003 tanggal 25 Maret 2003 tentang Ketenagakerjaan. Law of the Republic of Indonesia No. 13 of 2003 dated 25 March 2003 on Manpower.
Perlindungan Konsumen Consumer Protection	- Undang-Undang Republik Indonesia No.8 tahun 1999 tanggal 20 April 1999 tentang Perlindungan Konsumen. - Peraturan Otoritas Jasa Keuangan No.1/POJK.07/2013 tanggal 26 Juli 2013 tentang Perlindungan Konsumen Sektor Jasa Keuangan. - Law of the Republic of Indonesia No. 8 of 1999 dated 20 April 1999 on Consumer Protection. - Financial Services Authority Regulation No. 1/POJK.07/2013 dated 26 July 2013 on Consumer Protection in Financial Services Sector.

Kegiatan tanggung jawab yang melebihi kewajiban adalah sebagai berikut:

1. Pola Hidup Ramah Lingkungan.
2. Penggunaan *voice over internet protocol* (VOIP), untuk mengurangi biaya komunikasi dan penggunaan alat komunikasi lainnya yang kurang ramah lingkungan.
3. Penggunaan lampu LED, pengaturan suhu pendingin udara, pemadaman lampu saat jam makan siang (*back office*) dan di luar jam kerja, serta kampanye hemat air.
4. Program pemberian beasiswa kepada anak-anak almarhum karyawan dari jenjang pendidikan Sekolah Dasar (SD), Sekolah Menengah Pertama (SMP), Sekolah Menengah Atas (SMA) dan Perguruan Tinggi.

Selama tahun 2018, Bank Victoria telah mengeluarkan biaya program CSR adalah Rp540,081,750.

Responsibility activities beyond the obligations are as follows:

1. Environmentally Friendly Lifestyle.
2. The use of voice over internet protocol (VOIP), to reduce communication costs and the use of other communication devices that are less environmentally friendly.
3. The use of LED lights, air conditioning temperature setting, lights outages at back office hours and outside working hours, as well as water saving campaigns.
4. Scholarship program for children of deceased employees from elementary school (SD), junior high school (SMP), high school (SMA), and tertiary education levels.

During 2018, Bank Victoria spent Rp540,081,750 for CSR programs.

CSR Terkait dengan Operasi yang Adil

CSR Related To Fair Operations

KEBIJAKAN

Kebijakan tanggung jawab sosial perusahaan terkait dengan operasi yang adil dituangkan pada beberapa kebijakan khususnya kebijakan anti korupsi yang meliputi pencegahan benturan kepentingan, gratifikasi, aktivitas politik dan *code of conduct*.

TARGET

Bank Victoria berusaha dalam melaksanakan berbagai kebijakan tanggung jawab sosial terkait dengan operasi yang adil secara konsisten dan konsekuen sehingga dapat memberikan manfaat bagi perusahaan, pemegang saham dan para pemangku kepentingan lainnya.

KEGIATAN

MENCEGAH BENTURAN KEPENTINGAN

Semua karyawan Bank Victoria berpegang penuh pada Kode Etik Perilaku Karyawan yang merupakan pegangan untuk menghindari benturan kepentingan dalam melaksanakan segala aktivitas yang terkait dengan Bank, sehingga dapat merugikan kepentingan Bank Victoria.

PEMBERIAN DAN PENERIMAAN HADIAH ATAU DONASI

Setiap karyawan Bank Victoria tidak melakukan pemberian dan penerimaan hadiah atau donasi, meliputi antara lain:

1. Tidak diperkenankan meminta atau memberi isyarat yang mengesankan suatu permintaan berupa uang, barang, tip, komisi atau surat apapun kepada nasabah atau calon nasabah.

POLICIES

Policies of corporate social responsibility related to fair operations are outlined in several policies, especially anti-corruption policies which include preventing conflicts of interest, gratification, political activities, and code of conduct.

TARGET

Bank Victoria strives to implement various social responsibility policies related to consistent and consequent fair operations so that it can provide benefits to the Company, shareholders, and other stakeholders.

ACTIVITIES

PREVENTING CONFLICT OF INTEREST

All employees of Bank Victoria adhere to the Employee's Code of Conduct, which is a guide to avoid conflicts of interest in carrying out all activities related to the Bank that may harm the interests of Bank Victoria.

GIVING AND RECEIVING GIFTS AND DONATIONS

Every employee of Bank Victoria does not give and receive gifts or donations, including among others:

1. Not permitted to ask or give a sign impressing a request in the form of money, goods, tips, commissions, or any letter to a customer or prospective customer.

2. Tidak diperkenankan untuk menerima pemberian dari nasabah atau calon nasabah baik berupa uang, barang, tip, komisi, atau sesuatu apapun yang dapat menyebabkan "hutang budi" karyawan kepada nasabah, sehingga dapat mempengaruhi karyawan dalam mengambil keputusan obyektif bila terjadi masalah antara Bank dengan nasabah.
3. Karyawan tidak diperkenankan untuk menggunakan fasilitas atau jasa yang ditawarkan oleh nasabah atau calon nasabah karena hubungan baik yang telah dibina, untuk kepentingan pribadi atau keluarga yang dapat menimbulkan benturan kepentingan pada tugas karyawan.
4. Karyawan juga tidak diperkenankan menerima penjamuan (hiburan) yang berlebihan dari pihak nasabah. Demikian pula karyawan tidak diperkenankan untuk mengadakan penjamuan yang berlebihan yang dapat menimbulkan citra negatif di masyarakat terhadap nama baik Bank dan nama baik karyawan yang bersangkutan.

GRATIFIKASI

Bank Victoria tidak memperlakukan secara istimewa terhadap vendor/pemasok/rekanan yang telah menjadi nasabah Bank. Demikian pula halnya bank tidak akan memberikan perlakuan khusus dengan cara menjanjikan dan/atau mengancam dengan menunjuk kepada potensi dan hubungan bisnis yang terjalin dengan bank.

AKTIVITAS POLITIK

Terkait dengan aktivitas politik, Bank Victoria menjamin seluruh karyawan Bank untuk dapat melaksanakan hak atas kesempatan untuk menyalurkan aspirasi politiknya. Namun demikian, Bank Victoria tidak memberikan kontribusi politik dan tidak berafiliasi ke partai politik manapun. Terhadap aktivitas, seluruh karyawan Bank Victoria:

1. Tidak diperkenankan meninggalkan tugas dan kewajibannya sebagai karyawan Bank untuk melakukan aktivitas politiknya.
2. Tidak diperkenankan melakukan aktivitas politik pada waktu kerja.
3. Tidak diperkenankan menggunakan fasilitas perusahaan, atribut, simbol, atau hal lain yang berkaitan dengan identitas Bank untuk aktivitas Politik.
4. Tidak diperkenankan menggunakan jabatan dan kewenangannya untuk mempengaruhi atau memaksa karyawan lain agar melakukan kegiatan yang berkaitan dengan kepentingan aktivitas politik.

DAMPAK

Dengan diterapkan kegiatan tanggung jawab sosial terkait dengan operasi yang adil, sehingga akan menciptakan kegiatan usaha yang sehat, serta meningkatkan kinerja operasional dan keuangan dengan cukup signifikan pada tahun 2018.

GRATIFICATIONS

Bank Victoria does not exhibit special treatment to the vendors/suppliers/partners who are already the Bank's customers. Likewise, the Bank will not provide special treatment by way of promising and/or threatening manner by pointing to the potential and business relationships that have been well-established with the Bank.

POLITICAL ACTIVITY

Related to political activity, Bank Victoria guarantees that all of the Bank's employees can exercise their rights to the opportunity to channel their political aspirations. However, Bank Victoria does not make any political contributions and does not affiliate with any political parties. In terms of the activities, all of Bank Victoria employees:

1. Not permitted to leave their duties and obligations as Bank employees to carry out their political activities.
2. Not permitted to carry out political activities during working hours.
3. Not permitted to use company facilities, attributes, symbols, or other matters relating to the Bank's identity for political activities.
4. Not permitted to use the position and authority to influence or force other employees to carry out activities related to the interests of political activity.

IMPACT

By implementing social responsibility activities related to fair operations, it created healthy business activities and significantly improved the operational and financial performance in 2018.

CSR Terkait dengan Lingkungan Hidup

CSR Related to Environment

Bank berkomitmen untuk memperhatikan dan menjaga kelestarian lingkungan hidup. Meskipun kegiatan operasional Bank tidak bersentuhan secara langsung dengan lingkungan hidup, namun kondisi lingkungan hidup menjadi aspek yang tidak dapat dipisahkan dan turut mempengaruhi kegiatan operasional Bank.

KEBIJAKAN CSR TERKAIT DENGAN LINGKUNGAN HIDUP

Dalam mengupayakan pengelolaan lingkungan hidup, Bank menerapkan beberapa kebijakan dan program, meliputi efisiensi penggunaan kertas, energi, dan alat komunikasi. Kebijakan dan program efisiensi ditujukan untuk meminimalisir dampak operasional Bank terhadap lingkungan hidup dan menjaga ketersediaan sumber daya alam di masa depan.

Bank juga menerapkan Keputusan Direksi No. 038/SKDIR/05/13 tentang Buku Pedoman Perkreditan Kredit Komersil dan Konsumer PT Bank Victoria International Tbk, yang mengatur bahwa persyaratan khusus bagi *developer* yang mengolah lahan untuk pembangunan perumahan dan kawasan pemukiman dengan luas dua puluh lima hektar atau lebih wajib memiliki analisis mengenai dampak lingkungan hidup (AMDAL). Melalui kewajiban dimilikinya AMDAL dalam pemberian kredit, Bank dapat meminimalisir dan menjaga upaya-upaya kegiatan ekonomi yang berdampak terhadap kelestarian lingkungan hidup.

TARGET IMPLEMENTASI CSR TERKAIT DENGAN LINGKUNGAN HIDUP

Melalui implementasi CSR terhadap lingkungan hidup, Bank menargetkan efisiensi biaya operasional yang berasal dari penghematan penggunaan listrik, air, dan perlengkapan kantor, serta penghematan biaya transportasi.

KEGIATAN CSR TERKAIT DENGAN LINGKUNGAN HIDUP

Kegiatan CSR terhadap lingkungan hidup yang dilakukan Bank di sepanjang tahun 2018 diuraikan sebagai berikut.

1. Efisiensi penggunaan energi, yakni melalui penghematan penggunaan listrik dengan melakukan inventarisasi ulang peralatan elektronik kantor. Peralatan elektronik yang tidak digunakan akan ditarik kembali dari Unit Kerja dan disimpan di gudang untuk menghindari pemakaian yang tidak diperlukan.
2. Efisiensi penggunaan kertas, yakni melalui pemanfaatan kertas bekas dan portal perusahaan. Hal ini antara lain dilakukan dengan meminimumkan *fotocopy* dokumen dan menggantinya dengan distribusi dokumen elektronik yang telah dipindai (*document scanning*), termasuk untuk keperluan sosialisasi SOP, penyampaian memorandum dan Surat Edaran kepada seluruh HC, melalui e-mail atau portal internal Bank. Selain itu, kertas bekas yang masih layak pakai akan digunakan kembali untuk keperluan internal yang tidak formal.

The Bank is committed to paying attention and preserving the environment. Although the Bank's operational activities do not come into direct contact with the environment, the environmental condition becomes an inseparable aspect, which also influences the Bank's operational activities.

CSR POLICIES RELATED TO ENVIRONMENT

In its effort to execute environmental management, the Bank implements several policies and programs, including the efficiency use of paper, energy, and communication tools. Efficiency policies and programs are aimed at minimizing the impact of the Bank's operations on the environment and maintaining the availability of natural resources in the future.

The Bank also applies the Board of Directors' Decree No. 038/SKDIR/05/13 on PT Bank Victoria International Tbk Commercial and Consumer Credit Manual, which stipulates that the special requirements for developers who cultivate land for housing and residential areas with an area of twenty five hectares or more must have an environmental impact analysis (AMDAL). Through the obligation to have an AMDAL in granting credit, the Bank can minimize and safeguard the efforts of economic activities that have an impact on environmental sustainability.

CSR IMPLEMENTATION TARGET RELATED TO ENVIRONMENT

Through implementing CSR on environment, the Bank targets operational cost efficiency that comes from saving electricity, water, and office equipment, as well as transportation costs.

CSR ACTIVITIES RELATED TO ENVIRONMENT

CSR activities on the environment carried out by the Bank throughout 2018 are described as follows.

1. Efficient use of energy through electricity saving by conducting a re-inventory of office electronic equipment. Unused electronic equipment will be withdrawn from the Work Unit and stored in the warehouse to avoid unnecessary use.
2. Efficient use of paper through the use of used paper and corporate portals. This is conducted, among others, by minimizing photocopy of documents and replacing them with distributing scanned electronic documents (document scanning), including for SOP dissemination, submission of memorandum, and Circular to all HC via e-mail or the Bank's internal portal. In addition, used paper that is still eligible for use will be re-used for non-formal internal purposes.

3. Efisiensi di bidang telekomunikasi, yakni melalui penggunaan *voice over internet protocol* (VOIP). Hal ini ditujukan untuk mengurangi biaya komunikasi dan penggunaan alat komunikasi lainnya yang kurang ramah lingkungan.
4. Efisiensi penggunaan listrik, antara lain penggunaan lampu LED, pengaturan suhu pendingin udara, pemadaman lampu saat jam makan siang (*back office*) dan di luar jam kerja, kampanye hemat air, dan lain sebagainya.

DAMPAK KEGIATAN CSR TERKAIT DENGAN LINGKUNGAN HIDUP

Program CSR terkait lingkungan hidup yang telah dilaksanakan di sepanjang tahun 2018 telah memberikan dampak terhadap efisiensi beban yang ditanggung Bank yang ditunjukkan sebagai berikut:

Tabel Efisiensi Beban terkait Lingkungan Hidup
Table of Cost Efficiency related on Environment

Keterangan Description	2018 (%)	2017 (%)
Beban listrik dan air terhadap total aset Electrical and water cost to total assets	0.0118	0.0118
Beban perlengkapan terhadap total aset Equipment cost to total assets	0.0103	0.0109

SERTIFIKASI TERKAIT LINGKUNGAN HIDUP

Bank bergerak dalam industri perbankan yang tidak memberikan dampak pencemaran terhadap lingkungan secara langsung. Oleh karenanya, sampai dengan tahun 2018, Bank tidak memiliki sertifikasi di bidang lingkungan.

3. Efficiency in telecommunication sector through the use of voice over internet protocol (VOIP). This is intended to reduce communication costs and the use of other less environmentally friendly communication tools.
4. Efficient use of electricity, among others, the use of LED lights, air conditioning temperature setting, blackout lights during lunch time (back office) and outside working hours, water saving campaigns, and so forth.

IMPACT OF CSR ACTIVITIES RELATED TO ENVIRONMENT

The CSR programs related to the environment that were implemented throughout 2018 have had an impact on cost efficiency borne by the Bank as shown below.

CERTIFICATIONS RELATED TO ENVIRONMENT

The Bank is engaged in the banking industry that does not directly pollutes the environment. Therefore, until 2018, the Bank did not have environment-related certification

CSR Terkait dengan Ketenagakerjaan, Kesehatan, dan Keselamatan Kerja

CSR Related to Employment, Occupational Health and Safety

Bank berkomitmen untuk mengelola *human capital* (HC) sesuai peraturan perundang-undangan yang berlaku, antara lain dengan menciptakan lingkungan kerja yang aman, sehat, bebas dari pencemaran lingkungan, serta meminimalisir potensi terjadinya kecelakaan kerja dan penyakit yang timbul dari aktivitas kerja.

The Bank is committed to managing human capital (HC) in accordance with the applicable laws and regulations, among others, by creating a work environment that is safe, healthy, free from environmental pollution, and minimizes potential for occupational accidents and diseases arising from occupational activities.

KETENAGAKERJAAN

KEBIJAKAN CSR TERKAIT KETENAGAKERJAAN

Implementasi CSR terkait ketenagakerjaan berpedoman pada Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan dan Surat Keputusan Direksi No. 002/SK-DIR/11/18 tanggal 19 Nopember 2018 tentang Standar Operasional Prosedur *Human Capital Management*.

TARGET IMPLEMENTASI CSR TERKAIT KETENAGAKERJAAN

Terkait dengan praktik ketenagakerjaan, untuk tahun 2018, Bank telah menetapkan besaran target anggaran pelaksanaan kegiatan, yaitu sebesar 5% dari biaya tenaga kerja atau sebesar Rp8.008.461.279,-. Adapun biaya tersebut diperuntukkan bagi pelaksanaan kegiatan pendidikan dan pelatihan.

KEGIATAN CSR TERKAIT KETENAGAKERJAAN

Sepanjang tahun 2018, Bank telah melaksanakan kegiatan CSR terkait ketenagakerjaan sebagai berikut.

KESETARAAN GENDER DAN KESEMPATAN KERJA

Bank melakukan beberapa hal penting untuk menunjang keberhasilan, seperti rekrutmen yang dilakukan secara adil dengan memberikan kesempatan kerja yang sama bagi semua kandidat, baik pria maupun wanita, tanpa memandang suku, agama, ras, golongan politik, maupun tingkatan sosial. Dalam melaksanakan rekrutmen, Bank juga mengutamakan tenaga kerja lokal (dalam negeri) sebagai bentuk pemberian kesempatan kerja seluas-luasnya bagi masyarakat Indonesia.

KESETARAAN DALAM PROGRAM PENDIDIKAN DAN PELATIHAN

Bank memberikan kesempatan yang setara bagi seluruh HC dalam mengikuti program pendidikan dan pelatihan yang disesuaikan dengan kebutuhan Bank dan HC terkait. Hal ini sejalan dengan misi Bank, yaitu “mengembangkan sumber daya manusia yang berdedikasi dengan mendukung pengembangan kemampuan pribadi”, serta diharapkan dapat memberikan kontribusi positif untuk pencapaian kinerja dan pertumbuhan bisnis Bank.

EMPLOYMENT

CSR POLICIES RELATED TO EMPLOYMENT

CSR implementation related to employment is guided by Law No. 13 of 2003 on Manpower and Board of Directors' Decision Letter No. 002/SK-DIR/11/18 dated 19 November 2018 on Standard Operating Procedures of Human Capital Management.

CSR IMPLEMENTATION TARGET RELATED TO EMPLOYMENT

In relation to employment practices, for 2018, the Bank set the amount of budget target for implementing activities, which was equal to 5% of the labor costs or amounting to Rp8,008,461,279. The costs are intended for the implementation of education and training activities.

CSR ACTIVITIES RELATED TO EMPLOYMENT

Throughout 2018, the Bank carried out CSR activities related to employment as follows.

GENDER EQUALITY AND JOB OPPORTUNITIES

The Bank carries out several important things to support success, such as recruitment carried out fairly by providing equal employment opportunities for all candidates, both male and females, regardless of ethnicity, religion, race, political group, or social level. In conducting recruitment, the Bank also prioritizes local (domestic) workforce as a form of providing the widest possible employment opportunities for Indonesian people.

EQUALITY IN EDUCATION AND TRAINING PROGRAM

The Bank provides equal opportunities for all HC in participating in education and training programs tailored to the needs of the Bank and the relevant HC. This is in line with the Bank's mission, which is “developing dedicated human resources by supporting the development of personal capabilities”, and is expected to contribute positively to the achievement of the Bank's business performance and growth.

HUBUNGAN INDUSTRIAL

Bank menciptakan hubungan yang harmonis, selaras, dan berkeadilan dengan seluruh HC melalui pemenuhan hak dan kewajiban Bank dan HC berdasarkan aturan-aturan yang dimuat dalam Surat Keputusan Direktur Jenderal Pembinaan Hubungan Industrial dan Jaminan Sosial Tenaga Kerja No. Kep. 350/PHIJSK-PK/PP/III/2017 tanggal 15 Maret 2017 tentang Pengesahan Peraturan Perusahaan PT Bank Victoria International Tbk. Pembaharuan terhadap Peraturan Perusahaan dilakukan secara berkala sesuai dengan ketentuan.

REMUNERASI

Bank memberikan perlakuan yang adil dan setara terhadap seluruh HC, antara lain melalui pemberian kompensasi yang sesuai dengan prinsip-prinsip:

- Pay for Performance*, yakni pemberian kompensasi sesuai dengan kinerja;
- Pay for Position*, yakni pemberian kompensasi sesuai dengan posisi/jabatan; dan
- Pay for Person*, yakni pemberian kompensasi sesuai dengan keahlian individu.

Kompensasi tersebut terdiri dari gaji dan tunjangan, imbalan pasca kerja, tunjangan hari raya, serta bonus. Pemberian kompensasi diharapkan dapat mensejahterakan HC dan memberikan rasa aman dan nyaman dalam bekerja. Tingkat keadilan dalam remunerasi dapat dilihat dari rasio gaji tertinggi dan terendah selama tahun 2018 berikut:

Tabel Rasio Gaji Tertinggi dan Terendah
Table of the Highest and Lowest Salary Ratio

Keterangan Description	Rasio Ratio
Gaji pegawai tertinggi dan terendah / Employee's highest and lowest salary	20:1
Gaji Direksi tertinggi dan terendah / Director's highest and lowest salary	2:1
Gaji Dewan Komisaris tertinggi dan terendah / Commissioner's highest and lowest salary	2:1
Gaji Direksi tertinggi dan terendah / Director's highest and lowest salary	2:1

PROGRAM PENSIUN

Bank melaksanakan program pensiun berdasarkan Surat Keputusan Direksi No. 020/SK-DIR/09/10 tentang Usia Pensiun bagi Karyawan, yakni di atas 55 tahun. Bagi HC yang telah memasuki masa pensiun, akan didaftarkan dalam program pensiun dan menerima uang pensiun sesuai dengan ketentuan perundangan yang berlaku. Para pensiun juga dapat dipekerjakan kembali dengan status sebagai karyawan kontrak.

TINGKAT TURNOVER

Bank menciptakan lingkungan kerja yang aman, harmonis, dan kondusif dengan salah satu tujuan untuk meningkatkan loyalitas dan menekan tingkat *turnover* HC. Pada tahun 2018, tercatat sebanyak 278 orang HC Bank Victoria mengundurkan diri sehingga tingkat *turnover* HC mencapai 26,62% dari total HC akhir tahun 2018 yang mencapai 1.044 orang. Tingkat *turnover* tersebut membaik dari dibandingkan 2017 yang sebesar 33,24% dengan jumlah HC yang mengundurkan diri sebanyak 368 orang dari total HC akhir tahun 2017 yang mencapai 1.107 HC. Tingkat *turnover* HC komparatif dua tahun disajikan dalam tabel berikut:

INDUSTRIAL RELATIONS

The Bank creates harmonious, aligned, and fair relations with all HC through fulfilling the rights and obligations of the Bank and HC based on the rules contained in the Decree of the Director General of Industrial Relations Development and Workers' Social Security No. Kep. 350/PHIJSK-PK/PP/III/2017 dated 15 March 2017 on the Validation of Company Regulation of PT Bank Victoria International Tbk. Updates to Company Regulations are carried out periodically in accordance with the provisions.

REMUNERATION

The Bank provides fair and equal treatment of all HC, including through providing compensation in accordance with the principles of:

- Pay for Performance*, giving compensation in accordance with performance;
- Pay for Position*, giving compensation in accordance with position/job title; and
- Pay for Person*, giving compensation in accordance with individual expertise.

The compensation consists of salary and benefits, post-employment benefits, holiday allowances, and bonuses. The compensation is expected to be able to prosper HC and provide a sense of security and comfort in work. The level of fairness in remuneration can be seen from the ratio of the highest and lowest salaries during 2018, which are:

PENSION PROGRAM

The Bank conducts retirement program pursuant to the Board of Directors' Decree No. 020/SK-DIR/09/10 on Retirement Age for Employees, which is over 55 years old. For HC who enter their retirement term, they will be registered in the pension plan and receive a pension in accordance with the provisions of the applicable legislation. They can also be rehired under contract status.

TURNOVER RATE

The Bank creates a safe, harmonious, and conducive work environment in which one of the goals is to increase loyalty and reduce HC turnover rates. In 2018, as many as 278 HC of Bank Victoria resigned, and therefore, HC turnover rate reached 26.62% of the total HC at the end of 2018 which reached 1,044 people. The turnover rate is likely to be higher than that of 2017, which was 33.24% and the number of HC who resigned was 368 people from the total HC at the end of 2017 of 1,107 HC. The two-year comparative HC turnover rate is presented in the following table.

Tabel Tingkat Turnover Human Capital
Table of Human Capital Turnover Rate

Uraian Description	2018	2017
Jumlah <i>Human Capital</i> Total Human Capital	1,044 orang/people	1,107 orang/people
Jumlah <i>Human Capital</i> yang mengundurkan diri Number of resigned Human Capital	278 orang/people	368 orang/people
Tingkat Turnover Turnover Rate	26.62%	33.24%

SARANA PENGADUAN

Selain menyediakan sarana bagi HC untuk berkumpul dan berserikat, Bank menyediakan sarana pengaduan masalah ketenagakerjaan bagi HC. Pengaduan dapat disampaikan secara langsung kepada pihak pengelola, yaitu Divisi *Human Capital Management and General Affair*.

DAMPAK KUANTITATIF CSR TERKAIT KETENAGAKERJAAN

Bank senantiasa mengelola *human capital* agar dapat menguntungkan bagi kedua belah pihak yaitu bank dan *human capital* itu sendiri, sehingga kegiatan operasional Bank berjalan efektif. Selain itu, dengan pengelolaan *human capital* yang baik, target pengembangan usaha menjadi bank devisa telah dapat diwujudkan bersama.

KESEHATAN KERJA

KEBIJAKAN CSR TERKAIT KESEHATAN KERJA

Implementasi CSR terkait kesehatan kerja berpedoman pada Surat Keputusan Direksi No. 002/SK-DIR/11/18 tanggal 19 Nopember 2018 tentang Standar Operasional Prosedur *Human Capital Management*.

TARGET IMPLEMENTASI CSR TERKAIT KESEHATAN KERJA

Berdasarkan kebijakan terkait, program kerja CSR tentang kesehatan kerja di tahun 2018 menargetkan diikutsertakannya seluruh HC dalam fasilitas asuransi kesehatan Badan Penyelenggara Jaminan Sosial (BPJS) dan fasilitas asuransi *inhealth* untuk HC.

KEGIATAN CSR TERKAIT KESEHATAN KERJA

Bank telah secara konsisten menyediakan fasilitas jaminan kesehatan bagi HC yang dimilikinya dan keluarga intinya berupa asuransi kesehatan untuk suami/istri dan anak. Asuransi kesehatan tersebut meliputi pemeriksaan dan perawatan di rumah sakit, baik untuk rawat inap, rawat jalan, dan perawatan gigi. Pemberian fasilitas kesehatan tersebut diharapkan dapat memberikan proteksi dan biaya pertanggungan saat menjalani pemeriksaan dan perawatan di rumah sakit sehingga produktivitas HC akan terus terjaga dan mengalami peningkatan secara berkelanjutan.

COMPLAINT CHANNEL

In addition to providing facilities for HC to gather and associate, the Bank provides means of complaints on employment issues for HC. Complaints can be submitted directly to the manager, which is the Division of Human Capital Management and General Affair.

CSR QUANTITATIVE IMPACT RELATED TO EMPLOYMENT

The Bank always manages human capital so that it can benefit both parties, which are the Bank and the human capital itself, so that the Bank's operational activities are effective. In addition, with good human capital management, the business development target of becoming a foreign exchange bank can be realized together.

OCCUPATIONAL HEALTH

CSR POLICY RELATED TO OCCUPATIONAL HEALTH

CSR implementation related to occupational health is guided by Board of Directors' Decision Letter No. 002/SK-DIR/11/18 dated 19 November 2018 on Standard Operating Procedures of Human Capital Management.

CSR IMPLEMENTATION TARGET RELATED TO OCCUPATIONAL HEALTH

Based on the related policies, CSR work program on occupational health in 2018 targeted the inclusion of all HC in health insurance facilities of Social Security Administrator (BPJS) and inhealth insurance facilities for HC.

CSR ACTIVITIES RELATED TO OCCUPATIONAL HEALTH

The Bank has consistently provided health insurance facilities for HC and their core family in the form of health insurance for husband/wife and children. The health insurance covers the examination and treatment at the hospital, for inpatient, outpatient, and dental care. Provision of health facilities is expected to provide protection and insurance coverage when undergoing examination and treatment at hospital so that HC productivity will be maintained and improve continuously.

Sepanjang tahun 2018, biaya pelaksanaan program asuransi *inhealth* untuk HC yang bersifat tetap sebesar Rp3.566.488.672 sedangkan biaya pelaksanaan program asuransi BPJS Kesehatan untuk HC yang bersifat kontrak sebesar Rp641.394.680.

DAMPAK PELAKSANAAN CSR TERKAIT KESEHATAN KERJA

Pelaksanaan program CSR terkait kesehatan kerja di sepanjang tahun 2018 telah memberikan dampak positif terhadap peningkatan kesehatan dan kinerja HC.

KESELAMATAN KERJA

KEBIJAKAN CSR TERKAIT KESELAMATAN KERJA

Kebijakan Bank dalam mewujudkan keamanan dan keselamatan di lingkungan kerja tertuang dalam Surat Keputusan Direksi No. 002/SK-DIR/11/18 tanggal 19 November 2018 tentang Standar Operasional Prosedur *Human Capital Management*.

TARGET IMPLEMENTASI CSR TERKAIT KESELAMATAN KERJA

Kegiatan CSR terkait keselamatan kerja diharapkan dapat mencegah terjadinya kecelakaan kerja dalam setiap kegiatan operasional Bank dengan target *zero accident*.

KEGIATAN CSR TERKAIT KESELAMATAN KERJA

Dalam melaksanakan program CSR terkait keselamatan kerja, Bank telah melengkapi seluruh kantor operasional dengan berbagai perangkat keselamatan kerja, melakukan pemeliharaan *lift*, serta menggunakan *monitor computer* anti radiasi. Selain itu, Bank telah memiliki rencana situasi atau evakuasi kebakaran. Peletakan prosedur operasional keselamatan kebakaran berada di ruang karyawan dan setiap lantai gedung sehingga seluruh HC teredukasi dengan baik.

Bank juga secara rutin melaksanakan simulasi latihan evakuasi kebakaran gedung. Bank juga mengikutsertakan seluruh HC sebagai peserta program Jaminan Sosial Tenaga Kerja (Jamsostek), yang meliputi:

1. Program Jaminan Hari Tua (JHT);
2. Program Jaminan Kecelakaan Kerja (JKK);
3. Program Jaminan Kematian (JKM); dan
4. Program Jaminan Pensiun (JP).

Hal ini bertujuan untuk menjamin adanya kenyamanan dan keamanan bagi HC, seperti saat terjadi peristiwa kecelakaan kerja, cacat, hari tua, dan meninggal dunia, yang dapat mengakibatkan berkurangnya atau terputusnya penghasilan.

DAMPAK PELAKSANAAN CSR TERKAIT KESELAMATAN KERJA

Kegiatan CSR terkait keselamatan kerja diharapkan dapat mencegah terjadinya kecelakaan kerja dalam setiap kegiatan operasional Bank dengan target *zero accident*.

Throughout 2018, the cost of inhealth insurance program for permanent HC was Rp3,566,488,672 while the cost of BPJS Health insurance program for contract HC was Rp641,394,680.

CSR IMPLEMENTATION IMPACT RELATED TO OCCUPATIONAL HEALTH

The implementation of occupational health-related CSR programs throughout 2018 had a positive impact on improving HC health and performance.

OCCUPATIONAL SAFETY

CSR POLICIES RELATED TO OCCUPATIONAL SAFETY

The Bank policies in realizing security and safety in the work environment are contained in the Board of Directors' Decision Letter No. 002/SK-DIR/11/18 dated 19 November 2018 on Standard Operating Procedures of Human Capital Management.

CSR IMPLEMENTATION TARGET RELATED TO OCCUPATIONAL SAFETY

Occupational safety-related CSR activities are expected to prevent occupational accidents in each of the Bank's operational activities with a target of zero accidents.

CSR ACTIVITIES RELATED TO OCCUPATIONAL SAFETY

In implementing occupational safety-related CSR program, the Bank has equipped all operational offices with a variety of occupational safety equipment, conducting maintenance of elevators, and using anti-radiation computer monitors. In addition, the Bank has a fire situation or evacuation plan. The position of the fire safety operational procedures is in the employee room and every floor of the building so that all HC are well educated.

The Bank also routinely conducts simulations of fire evacuation drills. The Bank also included all HC as participants in the Workers' Social Security (Jamsostek) program, which include:

1. Pension Plan Program (JHT);
2. Occupational Accident Security Program (JKK);
3. Death Security Program (JKM); and
4. Pension Security Program (JP)

This aims to ensure the comfort and security of HC, such as when an accident occurs, a disability, old age, and death, which can result in reduced or discontinued income.

CSR IMPLEMENTATION IMPACT RELATED TO OCCUPATIONAL SAFETY

CSR activities related to occupational safety are expected to prevent occupational accidents in each of the Bank's operational activities with a target of zero accident.

CSR Terkait dengan Pengembangan Sosial Kemasyarakatan

CSR Related to Community Social Development

Bank Victoria bertumbuh di tengah lingkungan masyarakat sosial sehingga kegiatan usaha Bank juga bersentuhan secara langsung dengan masyarakat. Menyadari hal tersebut, Bank berkomitmen untuk senantiasa berpartisipasi dalam peningkatan kesejahteraan masyarakat. Bank meyakini bahwa peningkatan kesejahteraan masyarakat pada akhirnya akan mendukung perkembangan dan keberlangsungan bisnis Bank secara berkelanjutan.

KEBIJAKAN CSR TERKAIT PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

Pelaksanaan CSR terkait pengembangan sosial dan kemasyarakatan sesuai dengan Surat Keputusan Direksi No. 002/SK-DIR/11/18 tanggal 19 Nopember 2018 tentang Standar Operasional Prosedur *Human Capital Management*, khususnya terkait Usulan *Corporate Social Responsibility*.

Sejak tahun 2018, Bank telah memperbaharui pelaksanaan CSR terkait pengembangan sosial dan kemasyarakatan ini. Pelaksanaan CSR tidak hanya merupakan bantuan yang bersifat insidental, namun lebih terarah dengan program-program jangka menengah dan jangka panjang yang telah ditetapkan dan dianggarkan dalam Rencana Bisnis Bank. Hal ini ditujukan agar pengembangan sosial dan kemasyarakatan secara berkelanjutan dapat benar-benar mendukung peningkatan kesejahteraan sosial dan ekonomi masyarakat.

TARGET IMPLEMENTASI CSR TERKAIT PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

Implementasi CSR terkait pengembangan sosial dan kemasyarakatan ditargetkan dapat meningkatkan kesejahteraan sosial dan ekonomi masyarakat melalui 5 (lima) program kegiatan, yaitu bantuan program pengembangan pendidikan, bantuan program pengembangan sarana pendidikan, bantuan program sosial kemasyarakatan, bantuan program kesehatan, dan bantuan program keagamaan. Adapun anggaran biaya untuk seluruh kegiatan tersebut ditetapkan sebesar Rp650 juta untuk anggaran tahun 2019. Selain itu, implementasi CSR ini diharapkan dapat membangun hubungan baik antara Bank dengan masyarakat dalam jangka panjang.

Bank Victoria grows in the midst of a social community environment, therefore, the Bank's business activities also comes into direct contact with the community. Realizing this, the Bank is committed to always participating in improving community welfare. The Bank believes that improving the community welfare will ultimately support the development and sustainability of the Bank's business on an ongoing basis.

CSR POLICY RELATED TO SOCIAL AND COMMUNITY DEVELOPMENT

CSR implementation related to social and community development is in accordance with the Board of Directors' Decision Letter No. 001/SK-DIR/08/2017 dated 19 November 2018 on Standard Operating Procedures of Human Capital Management, particularly related to Corporate Social Responsibility proposal.

Since 2018, the Bank has renewed the CSR implementation related to social and community development. CSR implementation is not only incidental in nature, but is more focused on medium-term and long-term programs that have been defined and budgeted in the Bank's Business Plan. This is intended so that the sustainable social and community development can truly support the improvement of the community's social and economic welfare.

CSR IMPLEMENTATION TARGET RELATED TO SOCIAL AND COMMUNITY DEVELOPMENT

CSR implementation related to social and community development is targeted to be able to improve the community's social and economic welfare through 5 (five) program activities, which are education development program assistance, educational facilities development program assistance, community social program assistance, health program assistance, and religious program assistance. The cost budget for all activities was set at Rp650 million for budget of 2019. In addition, CSR implementation is expected to build good relationship between the Bank and the community in the long term.

KEGIATAN CSR TERKAIT PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

Program CSR terkait pengembangan sosial dan kemasyarakatan ini dibagi dalam 5 (lima) bidang kegiatan, yaitu:

1. Program Pendidikan, yang diberikan dalam bentuk beasiswa kepada anak-anak almarhum HC Bank dalam rangka membantu dan meringankan biaya sekolah agar dapat melanjutkan ke jenjang pendidikan yang lebih tinggi;
2. Program Pembangunan Sarana Pendidikan, yang dilaksanakan dalam bentuk pembangunan sarana Sekolah Dasar (SD), berupa ruang perpustakaan dan lapangan olahraga;
3. Program Bantuan Sosial Kemasyarakatan, yang dilaksanakan dalam bentuk pemberian bantuan berupa barang-barang tepat guna serta sembako kepada daerah yang tergolong kurang mampu dan daerah yang terkena bencana alam;
4. Program Kesehatan, yang dilaksanakan dalam bentuk donor darah melalui kerja sama dengan Palang Merah Indonesia; dan
5. Program Keagamaan, yang dilaksanakan dalam rangka memperingati hari raya keagamaan dan diberikan dalam bentuk santunan kepada panti asuhan dan bantuan peralatan kerja bagi masyarakat yang membutuhkan.

PROGRAM LITERASI KEUANGAN

Program literasi keuangan merupakan program pemberian edukasi keuangan kepada masyarakat agar pengetahuan dan pemahaman masyarakat terhadap lembaga, produk, dan layanan jasa keuangan semakin meningkat. Program ini bertujuan untuk meningkatkan kemampuan pengelolaan keuangan masyarakat sebagai pelaku ekonomi secara individu.

KEBIJAKAN TERKAIT PROGRAM LITERASI KEUANGAN

Pelaksanaan program ini sesuai dengan arahan Otoritas Jasa Keuangan dalam Strategi Nasional Literasi Keuangan Indonesia dan Peraturan Otoritas Jasa Keuangan No. 76/POJK.07/2016 tentang Peningkatan Literasi dan Inklusi Keuangan di Sektor Jasa Keuangan bagi Konsumen dan/atau Masyarakat.

Kegiatan Program Literasi Keuangan

Bank Victoria melaksanakan program literasi keuangan sesuai dengan sasaran, strategi dan kebijakan Bank yang diuraikan sebagai berikut.

1. Sejak bulan Agustus 2014, Bank telah menindaklanjuti program *pilot project* Otoritas Jasa Keuangan untuk memberikan pendidikan kepada anak-anak agar mulai mengenal bank sejak dini dan untuk meneruskan program "Ayo ke Bank", maka pada tahun 2018 Bank telah melakukan edukasi dan literasi kepada Ibu-ibu rumah tangga, Ibu – ibu kader PKK, dan karyawan dengan memberikan materi "Perencanaan Keuangan Rumah Tangga", dan "Sosialisasi Kartu Gerbang Pembayaran Nasional" kepada masyarakat luas, program ini dilakukan melalui 8 (delapan) cabang yang terpilih, yaitu:
 - a. 1 (satu) cabang di kuartal pertama;
 - b. 1 (satu) cabang di kuartal kedua;
 - c. 3 (tiga) cabang di kuartal ketiga; dan
 - d. 3 (tiga) cabang di kuartal keempat.

CSR ACTIVITIES RELATED TO SOCIAL AND COMMUNITY DEVELOPMENT

The CSR program related to social and community development is divided into 5 (five) activity fields, which are:

1. Education Program, which is given in the form of scholarships to children of the deceased HC in order to help and alleviate the burden of school fees in order for them to be able to continue to a higher level of education;
2. Education Facility Development Program, which is carried out in the form of the construction of Elementary School (SD) facilities, in the form of library room and sports field;
3. Community Social Program Assistance, which is carried out in providing appropriate goods and basic necessities to areas classified as poor and areas affected by natural disasters;
4. Health Program, which is carried out in the form of blood donation through collaboration with the Indonesian Red Cross; and
5. Religious Program, which is held to commemorate religious holidays and is given in the form of compensation to orphanages and assistance with occupational equipment for people in need.

FINANCIAL LITERACY PROGRAM

The financial literacy program is a program of providing financial education to the public to improve people's knowledge and understanding of financial institutions, products, and services that are getting improved. This program aims to improve the ability of community financial management as individual economic actors.

POLICIES RELATED TO FINANCIAL LITERACY PROGRAM

The implementation of this program is in accordance with the direction of the Financial Services Authority in the National Strategy for Indonesian Financial Literacy and Financial Services Authority Regulation No. 76/POJK.07/2016 on Improving Financial Literacy and Inclusion in the Financial Services Sector for Consumers and/or Communities.

Financial Literacy Program Activities

Bank Victoria implements a financial literacy program in accordance with the Bank's objectives, strategies, and policies as described below.

1. Since August 2014, the Bank has followed up on the Financial Services Authority pilot project program to provide education to children to get to know the bank early and to continue the "Let's Go To The Bank" program, then in 2018 the Bank conducted Education and Literacy to housewives, moms of PKK cadres, and female employees by providing "Household Financial Planning" material, and "GPN Card Dissemination" to the general public. This program is carried out through 8 (eight) selected branches, which were:
 - a. 1 (one) branch in the first quarter;
 - b. 1 (one) branch in the second quarter;
 - c. 3 (three) branches in the third quarter; and
 - d. 3 (three) branches in the fourth quarter.

Pelaksanaan program “Perencanaan Keuangan Rumah Tangga” telah direalisasikan pada sekolah-sekolah berikut.

The implementation of “Household Financial Planning” program was realized in the following schools.

Tanggal Date	Lokasi Location	Peserta Participant
8 Februari 2018 8 February 2018	PAUD Antapani – Bandung	40 orang wali murid dan guru-guru PAUD Antapani, Bandung / 40 student guardians and teachers of Paud in Antapani - Bandung
6 Mei 2018 6 May 2018	Perumahan Villa Bekasi Indah – Tambun – Bekasi	40 orang ibu-ibu rumah tangga & karyawan (peserta koperasi) Perumahan Villa Bekasi Indah, Tambun, Jawa Barat / 40 housewives & female employees (cooperative participants) Villa Bekasi Indah - Tambun - Bekasi
3 Juli 2018 3 July 2018	Perumahan Paspampres – Cileungsi – Bogor	25 orang Ibu-ibu rumah tangga di Perumahan Paspampres Cileungsi, Bogor / 25 housewives of Paspampres Cileungsi Housing Complex - Bogor
29 Juli 2018 29 July 2018	Bali – Sosialisasi Kartu GPN	Masyarakat Umum / General public
23 Agustus 2018 23 August 2018	Menado – Sosialisasi Kartu GPN	Masyarakat Umum / General public
3 Oktober 2018 3 October 2018	SD Dewi Sartika Cilincing – Jakarta Utara	80 orang Ibu-ibu rumah tangga/ wali murid SD Dewi Sartika Cilincing, Jakarta Utara / 80 housewives/guardians of students Elementary School (SD) Dewi Sartika Cilincing - North Jakarta
17 Oktober 2018 17 October 2018	Paud Belimbing –Tangerang Selatan	38 orang Ibu-ibu rumah tangga/ wali murid PAUD Belimbing, Tangerang Selatan / 38 housewives/guardians of students of PAUD Belimbing - South Tangerang
20 Oktober 2018 20 October 2018	RW. 02 Pondok Cabe Udik – Tangerang Selatan	35 orang Kader PKK kelurahan dan Ibu rumah tangga wilayah Pondok Cabe Udik, Tangerang Selatan / 35 cadres of village PKK & housewives in Pondok Cabe Udik area - South Tangerang

- Membangun sarana media komunikasi literasi keuangan di kantor cabang, kantor cabang pembantu, dan kantor kas untuk mempermudah dan mempercepat nasabah untuk memberikan masukan kepada Bank atas layanan yang diberikan. Hal ini antara lain dilakukan dengan:
 - Memasang poster perlindungan konsumen di kantor cabang, kantor cabang pembantu, dan kantor kas, yang memuat *e-mail* dan nomor telepon *Customer Care* Bank Victoria agar para nasabah dapat memberikan masukan kepada Bank secara langsung dan terekam, baik lisan maupun tulisan;
 - Menggunakan media iklan, brosur, banner, dan situs Bank untuk memberikan informasi bahwa aktivitas Bank terdaftar dan diawasi oleh Otoritas Jasa Keuangan;
 - Mengadakan acara *customer gathering* untuk menerangkan manfaat dan perbedaan dalam produk dan layanan yang ditawarkan Bank.
- Membangun komunikasi terkait program literasi keuangan melalui situs dan media sosial Bank untuk mempermudah dan mempercepat akses informasi keuangan bagi masyarakat luas. Hal ini dilakukan melalui:
 - Situs Bank (www.bankvictoria.co.id); dan
 - Media sosial Facebook dan Instagram dengan nama akun **Bank Victoria**.

Evaluasi Kegiatan Program Literasi Keuangan

- Program Edukasi “Perencanaan Keuangan Rumah Tangga” dengan sistem edukasi dan kampanye kepada ibu-ibu rumah tangga, karyawan dan masyarakat umum lainnya.
 - Pelaksanaan Program**
Pelaksanaan program dimulai dengan penyusunan materi bagi kalangan ibu-ibu rumah tangga dan karyawan, Tim Literasi Keuangan Bank dapat *mendownload* materi Perencanaan Keuangan Rumah

- Build a means of financial literacy communication media at branch offices, sub-branch offices, and cash offices to facilitate and accelerate customers in giving input to the Bank for the services provided. This is done, among others, by:
 - Installing consumer protection posters at branch offices, sub-branch offices, and cash offices, which contain Bank Victoria Customer Care telephone numbers and e-mail address so that customers can provide input to the Bank directly to be recorded both oral and written;
 - Using advertising media, brochures, banners, and the Bank's website to provide information that the Bank's activities are registered and supervised by the Financial Services Authority;
 - Holding a customer gathering event to explain the benefits and differences of the products and services offered by the Bank.
- Building communication related to financial literacy programs through the Bank's website and social media to facilitate and accelerate access to financial information for the wider community. This is done through:
 - The Bank's website (www.bankvictoria.co.id); and
 - Social media of Facebook and Instagram with the account name of **Bank Victoria**.

Evaluation of Financial Literacy Program Activities

- The “Household Financial Planning” Education Program with an education and campaign system for housewives, female employees, and other general public.
 - Implementation Program**
The program started with the preparation of material for the housewives and female employees, the Bank's Financial Literacy Team downloaded the Household Financial Planning material from FSA education

Tangga dari *website* edukasi OJK. Selanjutnya tim Literasi Keuangan menyampaikan penawaran program kepada kelompok Ibu-ibu Koperasi, Kader PKK Kelurahan dan beberapa wali murid dan guru di sekolah Paud dan TK untuk dapat mengedukasi/memberikan materi “Perencanaan Keuangan Rumah Tangga” kepada para ibu rumah tangga dan melakukan koordinasi dengan kantor cabang terdekat sesuai dengan lokasi edukasi yang dilaksanakan.

b. Perencanaan dan Persiapan

Perencanaan, persiapan, dan pelaksanaan program ini jauh lebih baik dibandingkan tahun-tahun sebelumnya. Dalam hal ini, pihak-pihak yang akan menyampaikan pengajaran merupakan orang-orang yang telah memperoleh pelatihan dan penyuluhan, serta yang menguasai program ini. Demikian pula, materi yang diberikan telah dilengkapi dengan video yang memuat referensi audio visual yang jernih sehingga dapat memberikan gambaran yang jelas mengenai pentingnya program ini kepada ibu-ibu peserta edukasi.

c. Pencapaian Tujuan yang Telah Ditetapkan

Penunjukkan lokasi yang akan mengikuti program “Perencanaan Keuangan Rumah Tangga” disesuaikan dengan lokasi kantor cabang, kantor pembantu, dan kantor kas Bank Victoria yang berdekatan dengan lokasi kegiatan edukasi yang dilakukan sehingga dapat mempermudah koordinasi antar pihak. Melalui program ini, diharapkan ibu-ibu dapat mulai mengatur dan melakukan perencanaan keuangan rumah tangga menjadi lebih baik lagi ke depannya. Hal ini juga ditujukan agar ibu rumah tangga dapat terpacu dan termotivasi untuk semakin peduli dengan cara mengelola uang dalam konteks sehari-hari.

D. Pelaksanaan Strategi dan Kebijakan yang Telah Ditetapkan

Strategi dan kebijakan yang dilakukan Bank agar program literasi keuangan dapat mencapai tujuan diuraikan sebagai berikut:

- **Pre-test tentang pemahaman mengenai “Perencanaan Keuangan Rumah Tangga”.**
Untuk mengukur keberhasilan pelaksanaan program tersebut, Bank perlu mengetahui pemahaman awal dan perkembangan pada pemahaman Ibu-ibu setelah mengikuti program. Pengukuran pemahaman awal dilakukan dengan memberikan 7 (tujuh) pertanyaan yang berhubungan dengan pengetahuan dan pengertian terkait materi Perencanaan Keuangan rumah tangga yang diberikan.
- **Pendalaman materi “Perencanaan Keuangan rumah Tangga”.**
Setelah mengetahui pemahaman awal Ibu-ibu, pemateri yang berasal dari Bank Victoria akan memberikan edukasi dengan cara yang interaktif dan komunikatif yang memungkinkan ibu-ibu dapat bertanya dan memberikan pendapat secara langsung.

website. Furthermore, the Financial Literacy team delivered the program proposal to Women of Cooperatives, Village PKK Cadres, and several student guardians and teachers at Paud and Kindergarten to be able to educate/provide “Household Financial Planning” material to housewives and coordinated with branches closest to the location of the Education.

b. Planning and Preparation

The planning, preparation, and implementation of this program were far better compared to those of previous years. The parties that will deliver the teaching are people who have received training and counseling, and mastered this program. Moreover, the materials provided have been completed with a video that contains clear audio-visual references so that it can provide a clear picture of the importance of this program to students.

c. Achievement of Predetermined Objectives

The appointment of locations that will take part in “Household Financial Planning” program is tailored to the location of the branch offices, sub-branch offices, and cash offices of Bank Victoria which are adjacent to the education location in order to facilitate coordination between parties. Through this program, it is expected that mothers can begin to organize and carry out their household financial planning better to the future. This is also intended so that the mothers can be driven and motivated to care more about how to use money in their daily context.

d. Implementation of The Established Strategies and Policies

Strategies and policies carried out by the Bank so that the financial literacy programs can achieve the objectives are outlined as follows.

- **Pre-test on the understanding on “Household Financial Planning”.**
To measure the success of the program implementation, the Bank needs to know the initial understanding and development of mothers’ understanding after joining the program. Measurement of initial understanding is done by giving 7 (seven) questions related to knowledge and understanding of household financial planning material.
- **In-depth material of “Household Financial Planning”.**
After knowing the mothers’ initial understanding, the speaker from the Bank will provide interactive and communicative education that allows the mothers to ask questions and give opinions directly.

- **Post Test & Quiz yang berhubungan dengan “Perencanaan Keuangan Rumah Tangga”.**

Setelah materi disampaikan, para ibu-ibu peserta edukasi diberikan pertanyaan yang berhubungan dengan materi tersebut.

e. Kendala yang dihadapi dan upaya-upaya pemecahan masalah yang dilakukan.

Pelaksanaan program ini tentunya memiliki beberapa kendala, khususnya dalam meyakinkan para ibu-ibu rumah tangga untuk mengikuti program “Perencanaan Keuangan Rumah Tangga” dengan keterbatasan waktu dan pemahaman mengenai pentingnya perencanaan keuangan rumah tangga.

Kendala-kendala tersebut Bank Victoria dapat mengatasinya melalui pendekatan kepada pihak-pihak ketua koordinator kelompok ibu-ibu tersebut serta pihak terkait sampai dengan terselenggaranya edukasi tersebut, berjalan dengan baik dan sesuai dengan target yang diinginkan.

Program Edukasi “Sosialisasi KARTU Gerbang Pembayaran Nasional (GPN)” dengan sistem kampanye kepada masyarakat umum lainnya. Program tersebut antara lain:

1. Pelaksanaan program Sosialisasi GPN merupakan program wajib dari Bank Indonesia yang harus diikuti oleh setiap Bank.
2. Pelaksanaan Sosialisasi Kartu GPN dilakukan di 2 (dua) kota yaitu Bali dan Manado.
3. Pelaksanaan Sosialisasi Kartu GPN mengikuti jadwal *road show* dari pihak Bank Indonesia.

2. Program penguatan infrastruktur literasi keuangan.

Berdasarkan Peraturan Otoritas Jasa Keuangan tentang Peningkatan Literasi dan Inklusi Keuangan di Sektor Jasa Keuangan bagi Konsumen dan/atau Masyarakat, pelaksanaan edukasi keuangan disertai dengan pengembangan infrastruktur pendukung dan diikuti dengan ketersediaan akses masyarakat terhadap lembaga, produk dan/atau layanan jasa keuangan yang sesuai dengan kebutuhan dan kemampuan masyarakat.

Amanat tersebut dijalankan melalui koordinasi antara kantor pusat dan kantor cabang, dengan bermodalkan sebanyak 104 jaringan kantor cabang. Bank juga bekerja sama dengan mitra asuransi untuk program *wealth management*, dengan tujuan untuk membantu nasabah dalam meningkatkan kesejahteraan keuangan mereka. Kerja sama program *wealth management* tersebut telah menghasilkan produk *bancassurance*.

Bank terus melakukan sosialisasi dan pengenalan produk *bancassurance* dengan melakukan *training* dan pendalaman materi, baik dalam bentuk *gathering* maupun *roadshow*, kepada calon nasabah dan nasabah di cabang maupun

- **Post Test & Quiz related to “Household Financial Planning”.**

After the material was delivered, the participants of the education program were given questions related to the materials.

e. Constraints faced and problem-solving efforts carried out.

The implementation of this program certainly has several obstacles, especially in convincing these mothers to take part in the “Household Financial Planning” program with their limited time and understanding of the importance of household financial planning.

We overcame these obstacles with an approach to the coordinating parties of the groups of mothers and related parties so that education can be carried out properly and in accordance with the intended target.

Educational Program “Dissemination of GPN CARDS” with a campaign system to other general public.

1. Implementation of GPN Dissemination Program is a mandatory program from Bank Indonesia that must be conducted by each Bank.
2. Implementation of GPN Card Dissemination was carried out in 2 (two) cities, which were Bali and Manado.
3. Implementation of GPN Card Dissemination follows the road show schedule from Bank Indonesia.

2. Program for strengthening the infrastructure of financial literacy.

Based on the Regulation of OJK concerning the Enhancement of Financial Inclusion and Literacy in Financial Services Sector for Consumers and/or Community, the implementation of financial education should be accompanied with the development of supporting infrastructure and followed by the availability of access of the community to the institutions, products and/or provision of financial services which is compatible with the needs and ability of the community.

The mandate is run through coordination between the head office and branch offices, using the office network that reaches 104 branches. The Bank also worked in cooperation with insurance partners for the wealth management program, with the objective to help customers in improving their financial welfare. The cooperation of wealth management program has generated the product of *bancassurance*.

The Bank continues conducting socialization and introduction of *bancassurance* products by conducting training and deepening the materials, both in the form of gathering and roadshow, to the prospective customers and

di luar cabang, termasuk semua *Branch Manager*. Melalui acara tersebut, Bank menerangkan kegunaan, manfaat dan perbedaan produk serta informasi mengenai biaya lainnya. Sedangkan, bagi *Branch Manager*, hal ini dimaksudkan untuk meningkatkan pemahaman dan pengertian secara lebih detail mengenai manfaat dan risiko atas produk yang ditawarkan.

customers in branch offices and outside branch offices, including all Branch Managers. Through that event, the Bank explains the utilization, benefit and product differentiation and information on other costs. Meanwhile, for Branch Managers, this is intended to increase the apprehension and understanding in more detail concerning the benefits and risks on the products offered.

DAMPAK KEGIATAN CSR TERKAIT PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

Melalui program CSR terkait pengembangan sosial dan kemasyarakatan, maka kehidupan dan tingkat kesejahteraan masyarakat dapat mengalami perbaikan, khususnya bagi siswa/siswi penerima beasiswa agar dapat menyelesaikan pendidikan yang lebih tinggi. Sedangkan, melalui kegiatan literasi keuangan, wawasan masyarakat tentang produk dan layanan perbankan dapat menjadi semakin luas.

CSR ACTIVITY IMPACT RELATED TO SOCIAL AND COMMUNITY DEVELOPMENT

Through CSR programs related to social and community development, the life and level of community welfare can be improved, especially for students receiving scholarship so that they can complete higher education. Whereas, through financial literacy activities, people's insights about banking products and services can become increasingly widespread.

BIAYA KEGIATAN CSR TERKAIT PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

COSTS OF CSR ACTIVITY RELATED TO SOCIAL AND COMMUNITY DEVELOPMENT

Tabel Biaya Program CSR Terkait Pengembangan Sosial dan Kemasyarakatan
Table of Costs of CSR Program Related to Social and Community Development

Program Program	Dasar Kebijakan Basis of Policy	Lokasi Location	Biaya (Rp) Cost (Rp)
Pemberian Beasiswa Pendidikan Anak Alm. Sutiardi (Eks Karyawan BVIC) / Scholarship for children of the late Sutiardi (former BVIC employee)	Surat Keputusan Direksi No. 170/SKDIR/06/14 tanggal 26 Juni 2014 tentang <i>Corporate Social Responsibility (CSR)</i> Bank Victoria - Beasiswa / Board of Directors' Decision Letter No. 170/SKDIR/06/14 dated 26 June 2014 on <i>Corporate Social Responsibility (CSR)</i> of Bank Victoria - Scholarship	Bank Victoria KPO Jakarta Bank Victoria, <i>Operational Head Office</i> , Jakarta	12,513,350
Pemberian Bantuan CSR Sosial Kemasyarakatan Musibah Kebakaran Rumah An. Syamsul Bahar (OB Cideng) / Provision of Community Social CSR Assistance for Syamsul Bahar (Cideng branch Office Boy) Home Fire Disaster.	Memo Internal No. 001/HCM - DIR/02/18 tanggal 1 Februari 2018 / Internal Memo No. 001/HCM - DIR/02/18 dated 1 February 2018	Taman Sari, Jakarta	3,000,000
Pemberian Bantuan Sosial Kemasyarakatan Panti Werdha Wisma Mulia Jakarta - tanggal 2 Maret 2018 (Dalam rangka Perayaan Imlek) / Provision of Community Social Assistance to Panti Wredha Wisma Mulia Jakarta - dated 2 March 2018 (to celebrate Chinese New Year)	Memo Internal No. 012/HCM - DIR/02/18 tanggal 2 Februari 2018 / Internal Memo No. 012/HCM - DIR/02/18 dated 2 February 2018	Jelambar, Jakarta	18,697,000
Pemberian Bantuan Beras kepada Karyawan Bank Victoria dan Group (Dalam Rangka Hari Raya Idul Fitri) / Distribution of Rice for Employees of Bank Victoria and its Group (to celebrate Eid Al-Fitr)	Notulen Meeting Komite Personaliala tanggal 4 Juni 2018 / Note-taking of Personnel Committee Meeting on 4 June 2018	Bank Victoria KPO Jakarta, KC Area Jakarta, KC Bogor, KC Bandung, KC Surabaya, KC Manado	116,754,000
Pemberian Santunan Kepada Yayasan Al Anwar Pdk Aren Tangerang Selatan, Yayasan Yatim Choirul Amal Cikasungka Solear Karawaci Tangerang, dan Santunan Anak Alm. Sigit Sukoco dan Alm. Sutiardi (Dalam rangka bulan suci Ramadhan) / Provision of Compensation to Al Anwar Foundation in Pondok Aren, South Tangerang, Choirul Amal Orphan Foundation, Cikasungka Solear in Karawaci, Tangerang, and Benefit for the Children of the late Sigit Sukoco, and the late Sutiardi (in commemorating The Holy Month of Ramadan)	Notulen Meeting Komite Personaliala tanggal 4 Juni 2018 / Note-taking of Personnel Committee Meeting on 4 June 2018	Tangerang	21,097,000
Pemberian Bantuan CSR Sosial Kemasyarakatan Musibah Gempa Peduli Lombok - September 2018 / Provision of Community Social Responsibility CSR Assistance for Earthquake, Lombok Care - September 2018	Memo Internal No. 004/MK - DIR/08/18 tanggal 15 Agustus 2018 / Internal Memo No. 004/MK - DIR/08/18 dated 15 August 2018	Lombok	100,010,600

Program Program	Dasar Kebijakan Basis of Policy	Lokasi Location	Biaya (Rp) Cost (Rp)
Pemberian Bantuan CSR Sosial Kemasyarakatan Musibah Gempa "QJK Peduli Donggala Palu" - Oktober 2018 / Provision of Community Social CSR Assistance for the Earthquake of FSA Care Donggala, Palu" - October 2018	Memo Internal No. 003/CORSEC - INT/10/18 tanggal 15 Oktober 2018 / Internal Memo No. 003/CORSEC - INT/10/18 dated 15 October 2018	Palu	100,000,000
Kegiatan Donor Darah Bekerja Sama Dengan PMI Jakarta - Oktober 2018 / Blood Donation Activities in Collaboration with PMI Jakarta - October 2018	Notulen Meeting Komite Personalia tanggal 5 Oktober 2018 / Note-taking of Personnel Committee Meeting on 5 October 2018	Jakarta	8,147,000
Pemberian Bantuan CSR Sosial Kemasyarakatan Musibah Longsor An. Syarifudin (Kadiv Compliance) / Provision of Community Social CSR Assistance for Landslide Disaster on behalf of Syarifudin (Compliance Division Head)	Memo Internal No. 060A/HCM - DIR/11/18 tanggal 28 Nopember 2018 / Internal Memo No. 060A/HCM - DIR/11/18 dated 28 November 2018	Pasar Rebo, Jakarta	20,000,000
Pemberian Bantuan CSR Pendidikan Pembangunan R. Perpustakaan dan Lapangan SD Laksa Bhakti Tambora, Jakarta Barat / Provision of Education CSR Assistance Library and School Yard of SD Laksa Bhakti Tambora, West Jakarta	Memo Internal No. 003A/HCM - DIR/11/18 tanggal 2 Nopember 2018 / Internal Memo No. 003A/HCM - DIR/11/18 dated 2 November 2018	Tambora, Jakarta	89,125,300
Pemberian Bantuan CSR Sosial Kemasyarakatan Panti Jompo Pinel Bintaro dan Perkampungan Kumuh Pademangan Jakarta - Nopember 2018 (Dalam rangka perayaan Hari Raya Natal) / Provision of Social Community CSR Assistance for Pinel Bintaro Nursing Home and Pademangan Slum Village in Jakarta - November 2018 (To celebrate Christmas)	Notulen Meeting Komite Personalia tanggal 12 Nopember 2018 / Note-taking of Personnel Committee Meeting on 12 November 2018	Jakarta	50,737,500
Total			540,081,750

CSR Terkait Produk dan Nasabah

CSR Related to Products and Customers

Bank memprioritaskan kepentingan para nasabah dengan memberikan pelayanan prima. Pelayanan tersebut meliputi penyediaan produk-produk terbaik serta pelayanan yang konsisten, terpercaya, aman, menyeluruh, dan penuh perhatian kepada nasabah. Pemberian pelayanan prima ini menjadi kunci utama Bank dalam mewujudkan visi "menjadi pilihan nasabah yang terpercaya, sehat dan efisien" dan memastikan keberlanjutan usaha Bank.

KEBIJAKAN CSR TERKAIT PRODUK DAN NASABAH

Program CSR terkait dengan produk dan nasabah dilaksanakan sesuai Surat Keputusan Direksi No. 041/SK-DIR/07/14 tentang Kebijakan dan Prosedur Kualitas Pelayanan Nasabah (*Customer Experience*). Kebijakan tersebut antara lain mengatur tentang Standar Pelayanan Nasabah, Evaluasi Penilaian Pelaksanaan Standar Pelayanan Nasabah, serta sistem *Reward and Punishment*.

The Bank prioritizing the interests of the customers by giving excellent services. The services include the provision of the best products and services that are consistent, trusted, safe, comprehensive, and fully attentive to the customers. The provision of these excellent services becomes the primary key of the Bank in realizing the vision "to become the customer choice which is trusted, healthy and efficient and in ensuring the business continuity of the Bank.

CSR POLICY RELATED TO PRODUCTS AND CUSTOMERS

CSR programs related to products and customers are carried out in accordance with Board of Directors' Decision Letter No. 041/SK-DIR/07/14 on Customer Service Quality Policy and Procedure (*Customer Experience*). The policy among others regulates Customer Service Standards, Evaluation of Customer Service Standards Assessment, as well as Reward and Punishment system.

TARGET IMPLEMENTASI CSR TERKAIT PRODUK DAN NASABAH

Pada tahun 2018, pelaksanaan program CSR terkait produk dan nasabah menargetkan peningkatan kualitas penyelesaian pengaduan nasabah dan pelaksanaan survei kepuasan nasabah. Penyelesaian pengaduan nasabah ditargetkan dapat selesai sebelum 14 (empat belas) hari kerja, di bawah *Service Level Agreement* (SLA) yang ditetapkan. Hal ini juga ditujukan untuk meningkatkan kepercayaan nasabah pada sistem perbankan nasional.

KEGIATAN CSR TERKAIT PRODUK DAN NASABAH

PROGRAM PENINGKATAN KUALITAS LAYANAN

Guna meningkatkan kepercayaan nasabah, Bank meningkatkan kualitas pelayanan dengan melakukan program sebagai berikut:

- Menyusun standar *service excellence* bagi seluruh kantor cabang Bank, sesuai dengan tuntutan dan harapan nasabah.
- Melaksanakan dan memantau kegiatan *service excellence* secara konsisten di kantor cabang.
- Menetapkan standar *zero defect* dalam operasional transaksi perbankan.
- Melakukan pelatihan dan pengembangan *service excellence* bagi pegawai *frontliner* di seluruh kantor cabang Bank.

Selain itu, Bank juga menggunakan kartu ATM berbasis *chip card* untuk mendukung peningkatan keamanan nasabah, mengembangkan Sistem Kliring Nasional (SKN) dan *Real Time Gross Settlement* (RTGS) Generasi II untuk fitur bulk payment (*kliring one to many transfer*), menyediakan *internet banking* dan *mobile banking* untuk kenyamanan bertransaksi bagi nasabah, serta memperbaiki tampilan *website* Bank menjadi lebih interaktif agar lebih mudah dipahami oleh pengguna.

KERAHASIAAN NASABAH

Keamanan dan kerahasiaan data nasabah merupakan komitmen yang senantiasa dijaga oleh Bank sebagai salah satu lembaga keuangan. Hal ini didasarkan pada peraturan yang berlaku, antara lain:

- Undang-Undang No. 7 Tahun 1992 tentang Perbankan, serta perubahannya dalam Undang-Undang No. 10 Tahun 1998;
- Peraturan Bank Indonesia No. 2/19/PBI/2000 tentang Persyaratan dan Tata Cara Pemberian Perintah atau Izin Tertulis Membuka Rahasia Bank; dan
- Peraturan Otoritas Jasa Keuangan No. 1/POJK.07/2013 tentang Perlindungan Kosumen Sektor Jasa, serta peraturan turunannya.

TARGET ON CSR IMPLEMENTATION RELATED TO PRODUCTS AND CUSTOMERS

In 2018, the implementation of CSR program related to the products and customers has targeted the improvement in the quality of customer complaint settlements and in the implementation of customer satisfaction survey. The settlement of customer complaints was targeted to be completed less than 14 (fourteen) working days, below the established Service Level Agreement (SLA). This is also intended to improve the customer trust on the national banking system.

CSR ACTIVITIES RELATED TO PRODUCTS AND CUSTOMERS

PROGRAM FOR SERVICE QUALITY IMPROVEMENT

To improve the trust of customers, the Bank has improved its service quality by conducting program as follows.

- Prepared service excellence standards for all branch offices of the Bank, according to the demands and expectations of customers.
- Implemented and monitored the activities of service excellence consistently in branch offices.
- Established the zero-defect standard in the operational of banking transactions.
- Carried out training and development of service excellence for frontliner employees in the entire branch offices of the Bank.

In addition to that, the Bank also used chip-based ATM cards to support the improvement of customer security, developed SKN and RTGS Generation II for bulk payment feature (clearing one to many transfer), provided internet banking and mobile banking for the comfort in making transactions for customers, and improved the Bank website appearance to be more interactive and easier to be understood by the users.

CUSTOMER CONFIDENTIALITY

Security and confidentiality of customer data is the commitment that is always maintained by the Bank as one of the financial institutions. This is based on the applicable regulations, among others:

- Law No. 7 of 1992 concerning Banking, and its amendment in Law No. 10 of 1998;
- Bank Indonesia Regulation No. 2/19/PBI/2000 concerning Requirements and Procedures for Giving Instruction or Written Permission to Open Bank Confidentiality; and
- OJK Regulation No. 1/POJK.07/2013 concerning Consumer Protection in Service Sector, and its derivative regulations.

Berdasarkan peraturan tersebut, Bank wajib merahasiakan keterangan mengenai nasabah penyimpan dan simpanannya, kecuali dalam hal-hal berikut:

1. Untuk kepentingan perpajakan, Pimpinan Bank Indonesia atas permintaan Menteri Keuangan berwenang mengeluarkan perintah tertulis kepada Bank agar memberikan keterangan dan memperlihatkan bukti-bukti tertulis serta surat-surat mengenai keadaan keuangan nasabah penyimpan tertentu kepada pejabat pajak (Undang-Undang Perbankan pasal 41 ayat 1);
2. Untuk penyelesaian piutang Bank yang sudah diserahkan kepada Badan Urusan Piutang dan Lelang Negara/Panitia Urusan Piutang Negara, Pimpinan Bank Indonesia memberikan izin kepada pejabat Badan Urusan Piutang dan Lelang Negara/Panitia Urusan Piutang Negara untuk memperoleh keterangan mengenai simpanan nasabah debitur (Undang-Undang Perbankan pasal 41A ayat 1);
3. Untuk kepentingan peradilan dalam perkara pidana, Pimpinan Bank Indonesia dapat memberikan izin kepada Polisi, Jaksa, atau Hakim untuk memperoleh keterangan dari Bank mengenai simpanan tersangka atau terdakwa pada Bank (Undang-Undang Perbankan pasal 42A ayat 1);
4. Dalam perkara perdata antara Bank dengan nasabahnya, Direksi Bank yang bersangkutan dapat menginformasikan kepada pengadilan tentang keadaan keuangan nasabah yang bersangkutan dan memberikan keterangan lain yang relevan dengan perkara tersebut (Undang-Undang Perbankan pasal 43);
5. Dalam rangka tukar menukar informasi antar Bank, Direksi Bank dapat memberitahukan keadaan keuangan nasabahnya kepada bank lain (Undang-Undang Perbankan pasal 44);
6. Atas permintaan, persetujuan atau kuasa dari nasabah penyimpan yang dibuat secara tertulis, Bank wajib memberikan keterangan mengenai simpanan nasabah penyimpan pada Bank yang bersangkutan kepada pihak yang ditunjuk oleh nasabah penyimpan tersebut (Undang-Undang Perbankan pasal 44A ayat 1);
7. Dalam hal nasabah penyimpan telah meninggal dunia, ahli waris yang sah dari nasabah penyimpan yang bersangkutan berhak memperoleh keterangan mengenai simpanan nasabah penyimpan tersebut (Undang-Undang Perbankan pasal 44A ayat 2).

PROGRAM ENGAGEMENT NASABAH

Peningkatan layanan kepada nasabah juga dilakukan melalui program *engagement* nasabah, antara lain:

1. Program tabungan nasabah berhadiah langsung;
2. Program pemberian hadiah kue bagi nasabah yang sedang berulang tahun (*loyalty program*);
3. Program *customer gathering* bersama dengan Direksi.

JAMINAN PERLINDUNGAN SIMPANAN NASABAH

Berdasarkan Undang-Undang No. 24 Tahun 2004 tentang Lembaga Penjamin Simpanan, Bank memberikan jaminan perlindungan atas uang yang disimpan oleh nasabah melalui Lembaga Penjamin Simpanan. Program perlindungan ini ditujukan untuk meningkatkan rasa percaya nasabah terhadap jasa perbankan, termasuk kepada Bank Victoria. Hal

Based on those regulations, the Bank must keep confidential the information on depositors and their deposits, except in the following cases.

1. For tax purposes, the Leaders of Bank Indonesia on the request of the Minister of Finance has the authority to issue a written request to the Bank to give information and show the written proofs and letters concerning the financial condition of certain depositors to the tax officers (Law on Banking Article 41 paragraph 1);
2. For settlement of the Bank receivables that have been submitted to the State Debt and Auction Agency/Committee of State Debt Affair, the Management of Bank Indonesia shall give permission to the official of the State Debt and Auction Agency/Committee of State Debt Affair to obtain information concerning the deposits of the debtor (Law on Banking, Article 41A paragraph 1);
3. For the benefit of the judiciary in a criminal case, the Management of Bank Indonesia can give permission to the Police, Prosecutors, and Judges to obtain information from the Bank concerning the deposits of the suspect or defendant in the Bank (Law on Banking, Article 42A paragraph 1);
4. In the civil case between the Bank and its customer, the concerned Bank Director can inform the court concerning the financial condition of the concerned customer and provide other information relevant to the case (Law on Banking, Article 43);
5. For exchange of information between Banks, the Bank Directors can inform the financial condition of their customer to other banks (Law on Banking, Article 44);
6. By request, consent or power from the depositor made in writing, the Bank must give information concerning the deposits of the depositor in the concerned Bank to the party appointed by the depositor (Law on Banking Article 44A paragraph 1);
7. In the event the depositor has died, the legitimate heir of the concerned depositor is entitled to obtain information on the deposits of the depositor (Law on Banking Article 44A paragraph 2).

CUSTOMER ENGAGEMENT PROGRAMS

Improvement of services to the customers are also conducted through the customer engagement programs, among others:

1. Customer saving program with direct prize;
2. Cakes to celebrate the birthday of a customer (*loyalty program*);
3. Customer gathering program with the Board of Directors.

GUARANTEE FOR THE PROTECTION OF CUSTOMER DEPOSITS

Pursuant to the Law No. 24 of 2004 concerning Deposit Insurance Agency, Bank provides guarantee for the protection of money deposited by a customer through the Deposit Insurance Agency. This protection program is intended to increase the customer trust to banking services, including to Bank Victoria. This is due to customer trust requiring legal

ini disebabkan kepercayaan nasabah memerlukan adanya kepastian hukum dalam pengaturan dan pengawasan Bank, serta penjaminan simpanan nasabah Bank.

PUSAT PENGADUAN NASABAH

Bank telah menerapkan kebijakan tentang pengaduan nasabah agar nasabah dapat menyuarakan pendapat dan keluhannya mengenai pelayanan Bank. Pengaduan dapat dilakukan melalui kantor cabang, *contact center*, serta media elektronik. Terkait hal ini, Bank telah mengupayakan berbagai kebijakan, termasuk mengembangkan Sistem Pengaduan Nasabah (SPN). SPN merupakan sistem berbasis *web* yang dapat memudahkan pemantauan terhadap status penyelesaian pengaduan sekaligus memberikan kepastian bagi para nasabah tentang jangka waktu yang dibutuhkan untuk menyelesaikan pengaduan tersebut. Dengan menggunakan sistem *online* dan terpadu, para nasabah juga dapat menyampaikan pengaduan dan mengecek status pengaduan di kantor cabang Bank di seluruh Indonesia.

Adapun pusat pengaduan yang dapat diakses oleh nasabah adalah:

- **Call Center** yang beroperasi 24 jam melalui panggilan **(021) 1500977**;
- E-mail **customercare@victoriabank.co.id**; dan
- **Customer service** yang berada cabang-cabang terdekat yang secara berkala akan dilaporkan kepada kantor pusat terkait data pengaduan dan tingkat penyelesaiannya.

MEKANISME PENYELESAIAN KELUHAN NASABAH

Bank menyelesaikan keluhan atau pengaduan nasabah secara cepat dan tepat dengan mekanisme yang diuraikan sebagai berikut:

1. Bank membentuk pengaduan nasabah (*customer care*) di bawah tanggung jawab Direktorat Operasional yang focus untuk menangani dan menindaklanjuti pengaduan/keluhan nasabah. Pengaduan tersebut dapat disampaikan melalui kantor cabang dengan melakukan pengisian formulir permintaan/pengaduan nasabah atau melalui *Call Center*, *e-mail*, dan *Customer Care Bank*.
2. Terhadap pengaduan yang diterima akan ditindaklanjuti dengan tahapan:
 - a. Bank merespon pengaduan pelanggan dalam jangka waktu 1 x 24 jam;
 - b. Bagian *Customer Care* akan memberikan jawaban bahwa keluhan telah diterima dan akan segera diproses oleh unit yang bersangkutan;
 - c. Bagian *Customer Care* menyampaikan pengaduan keluhan dari nasabah kepada unit terkait; dan
 - d. Keluhan nasabah diproses dan diselesaikan oleh unit terkait. Pada tahap ini, unit terkait dapat langsung berkomunikasi dengan nasabah dalam proses penyelesaian keluhan.

certainties in the regulation and supervision of Banks, and the guarantee for the Bank customer deposits.

CUSTOMER CARE CENTER

The Bank has implemented the policy on customer care so that customers can voice their opinions and complaints concerning the Bank services. The complaints can be done through branch offices, contact centers, and electronic media. In relation to this, the Bank has strived for various policies, including developing Customer Care System (Sistem Pengaduan Nasabah/SPN). SPN is a web-based system that can facilitate the monitoring of complaint settlement status as well as giving certainties to customers on the time period required to resolve the complaint. By using an integrated online system, customers can also submit complaints and check the status of their complaints in any branch office of the Bank throughout Indonesia.

The customer care centers that are accessible by customers are:

1. 24-hour **Call Center** through **(021) 1500977**;
2. E-mail **customercare@victoriabank.co.id**; and
3. **Customer service** in the closest branches which will report periodically to the head office related to the complaint data and their settlement level.

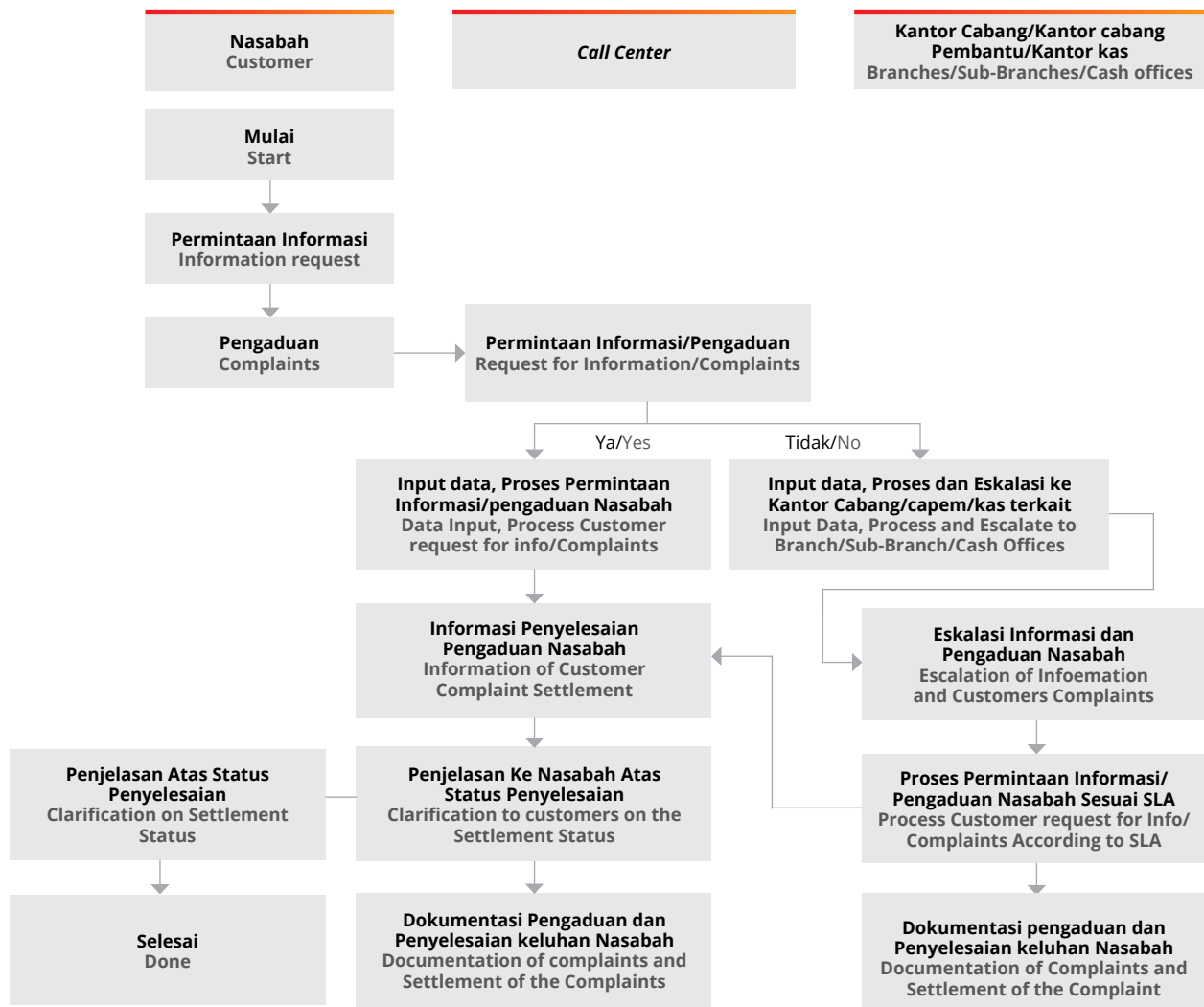
MECHANISM OF CUSTOMER COMPLAINT SETTLEMENT

The Bank settles complaints of customers rapidly and appropriately through a mechanism described as follows.

1. The Bank established customer care under the responsibility of the Operational Directorate focusing on the handling and follow up of the complaints of customers. The complaints can be delivered through branch offices by filling a customer request/complaint form or through Call Center, e-mail, and Customer Care Bank.
2. Complaints received will be followed up with stages as follows:
 - a. The Bank responds to customers complaints within 1 x 24 hours;
 - b. The Customer Care Department will respond that the complaint has been received and will be processed the relevant units;
 - c. The Customer Care Department shall submit the complaint from customer to the related unit; and
 - d. The customer complaint in question is processed and settled by the related unit. In this stage, the related unit can communicate directly to the customer in the complaint settlement process.

Skema Implementasi CSR Secara Holistik

Scheme of Customer Complaint Settlement Mechanism



Bank secara konsisten menanggapi dan menyelesaikan setiap keluhan nasabah dengan baik dan tepat waktu, sesuai standar *Service Level Agreement*, sehingga tidak terdapat pelaporan ke Bank Indonesia. Jumlah pengaduan yang telah diterima dan ditangani di sepanjang tahun 2018 ditunjukkan sebagai berikut:

The Bank consistently responded to and settle every customer complain properly and timely, according to the standard of *Service Level Agreement*, so that there was no reporting to Bank Indonesia. The number of complaints received and handled throughout 2018 shown as follows.

Tabel Pengaduan Nasabah Selama Tahun 2018
Table of Customer Complaints in 2018

Periode Pelaporan Reporting Period	Jumlah Komplain Total Complaints	Jumlah Penyelesaian Total Settled	Waktu Penyelesaian (Hari) Settlement Time (Days)
Triwulan I / Quarter 1	292	283	6 Hari
Triwulan II / Quarter 2	165	142	7 Hari
Triwulan III / Quarter 3	148	145	5 Hari
Triwulan IV / Quarter 4	246	237	10 Hari
Total	851	807	28 Hari

DAMPAK CSR TERKAIT PRODUK DAN NASABAH

Pelaksanaan CSR terkait produk dan nasabah di sepanjang tahun 2018 telah meningkatkan keamanan dan kenyamanan nasabah dalam bertransaksi. Hal ini antara lain dapat dilihat dari pertumbuhan jumlah nasabah Bank.

CSR IMPACT RELATED TO PRODUCT AND CUSTOMERS

CSR implementation related to products and customers throughout 2018 had increased the security and convenience of customers in making transactions. This can be seen, among others, from the growth in the number of Bank customers.

CSR Terkait dengan Tanggung Jawab Kepada Pemasok

CSR Related to Responsibility to Suppliers

Pemasok merupakan mitra usaha yang tidak akan pernah terlepas dari kegiatan operasional Bank, seperti pemasok jasa *cleaning service*, keamanan, dan transportasi. Oleh karena itu, Bank berkomitmen untuk melakukan proses pengadaan secara jujur dan adil, serta melaksanakan perbaikan tata kerja sekaligus meningkatkan kinerja pengadaan.

KEBIJAKAN CSR TERKAIT TANGGUNG JAWAB KEPADA PEMASOK

Bank melaksanakan pengadaan sesuai Surat Keputusan Direksi No. 004/SK-DIR/01/16 tanggal 14 Januari 2016 tentang Pedoman Kode Etik Perilaku Karyawan PT Bank International Tbk. Berdasarkan ketentuan tersebut, setiap pemasok yang akan bekerja sama dengan Bank terlebih dahulu diseleksi secara adil dan transparan dengan memperhatikan sejumlah kriteria penilaian, meliputi:

1. Syarat administrasi;
2. Legal;
3. Kinerja operasional;
4. Kepatuhan terhadap ketenagakerjaan; serta
5. Hak asasi manusia yang sesuai dengan peraturan dan kode etik Bank.

TARGET IMPLEMENTASI CSR TERKAIT TANGGUNG JAWAB KEPADA PEMASOK

Pelaksanaan CSR terhadap pemasok diharapkan dapat menjaga hubungan kerja yang saling menguntungkan kedua belah pihak dan meningkatkan kepuasan pemasok, sehingga pada akhirnya dapat meningkatkan kinerja pemasok.

KEGIATAN CSR TERKAIT TANGGUNG JAWAB KEPADA PEMASOK

Sepanjang tahun 2018, kegiatan pengadaan barang dan jasa telah dilakukan sesuai dengan sistem pengadaan yang berlaku di Bank. Pengadaan di dahului dengan proses verifikasi kebutuhan oleh setiap *user* dan pengajuan rencana pengadaan untuk mencari penawaran terbaik berdasarkan harga, serta dengan menjunjung prinsip adil, transparan, efektif, dan efisien. Setiap proses pengadaan dicatat dengan jelas, mulai dari proses perencanaan, permintaan pengadaan barang dan jasa, pengumuman, lelang, hingga diumumkan pemenang.

DAMPAK IMPLEMENTASI CSR TERKAIT TANGGUNG JAWAB KEPADA PEMASOK

Melalui pelaksanaan pengadaan yang memberikan kesetaraan dan kesempatan yang sama kepada seluruh pemasok, Bank dapat menjalin hubungan kerja sama yang baik dengan pemasok sehingga pemasok dapat memberikan kinerja terbaiknya dalam mendukung pertumbuhan usaha Bank.

Suppliers are business partners who will never be separated from the Bank's operational activities, such as suppliers of cleaning service, security, and transportation services. Therefore, the Bank is committed to conducting the procurement process honestly and fairly, and implementing improvements on work procedures while improving procurement performance.

CSR POLICY RELATED TO RESPONSIBILITY TO SUPPLIERS

The Bank conducts procurement pursuant to the Board of Directors' Decision Letter No. 004/SK-DIR/01/16 dated 14 January 2016 on Guidelines of Employee's Code of Conduct of PT Bank Victoria International Tbk. Under these provisions, each supplier that will cooperate with the Bank is first selected in a fair and transparent manner with due regard to a number of assessment criteria, including:

1. Administrative requirements;
2. Legal;
3. Operational performance;
4. Compliance with employment;
5. Human rights in accordance with the Bank's regulations and code of ethics.

CSR IMPLEMENTATION TARGET RELATED TO RESPONSIBILITY TO SUPPLIERS

CSR implementation to suppliers is expected to maintain a working relationship that is mutually beneficial for both parties and increase supplier satisfaction so that it can ultimately improve supplier performance.

CSR ACTIVITIES RELATED TO RESPONSIBILITY TO SUPPLIERS

Throughout 2018, the procurement of goods and services was carried out in accordance with the applicable procurement system at the Bank. Procurement is preceded by a verification process of the needs of each user and submission of procurement plans to find the best offer based on price and by upholding the principles of fairness, transparency, effectiveness, and efficiency. Each procurement process is clearly recorded, starting from the planning process, request for procurement of goods and services, announcements, auctions, until the winner is announced.

CSR IMPLEMENTATION IMPACT RELATED TO RESPONSIBILITY TO SUPPLIERS

Through procurement that provides equality and same opportunity to all suppliers, the Bank can establish good working relationships with suppliers so that suppliers can provide their best performance in supporting the Bank's business growth.

Referensi POJK dan Kriteria ARA

Reference to POJK and ARA Criteria

Kriteria Criteria	Penjelasan Descriptions	Halaman Page
UMUM / GENERAL		
Laporan tahunan disajikan dalam bahasa Indonesia yang baik dan benar dan dianjurkan menyajikan juga dalam bahasa Inggris / The annual report is presented in proper and correct Bahasa Indonesia and is recommended to be presented in English as well		
Laporan tahunan dicetak dengan kualitas yang baik dan menggunakan jenis dan ukuran huruf yang mudah dibaca / The annual report is printed in fine quality, with easy-to-read font types and sizes.		
Laporan tahunan mencantumkan identitas perusahaan dengan jelas / The annual report presents clear identity of the company	Nama perusahaan dan tahun annual report ditampilkan di: 1. Sampul muka; 2. Samping; 3. Sampul belakang; dan 4. Setiap halaman. Company name and the year of the Annual Report are shown in: 1. Front cover; 2. Side margin; 3. Back cover; and 4. Each page.	
Laporan tahunan ditampilkan di website perusahaan / The annual report is available at company website	Mencakup laporan tahunan terkini dan paling kurang 4 tahun terakhir. / Including current annual report and the annual reports from at least the last four (4) years.	
IKHTISAR DATA KEUANGAN PENTING / KEY FINANCIAL HIGHLIGHTS		
Informasi hasil usaha perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun / Information on Company's operating results with comparisons of 3 (three) fiscal years or since the starting of the company if the business activities have run for less than three (3) years	Informasi memuat antara lain: 1. Penjualan/pendapatan usaha; 2. Laba (rugi): a. Diatribusikan kepada pemilik entitas induk; dan b. Diatribusikan kepada kepentingan nonpengendali; 3. Penghasilan komprehensif periode berjalan: a. Diatribusikan kepada pemilik entitas induk; dan b. Diatribusikan kepada kepentingan nonpengendali; dan 4. Laba (rugi) per saham. Catatan: Apabila perusahaan tidak memiliki entitas anak, perusahaan menyajikan laba (rugi) dan penghasilan komprehensif periode berjalan secara total. The information encloses, among others: 1. Sales/revenues; 2. Profit (loss): a. Attributable to the owner of the holding entity; and b. Attributable to non-controlling interest 3. Total comprehensive profit (loss) and other comprehensive income: a. Attributable to the owner of the holding entity; and b. Attributable to non-controlling interest; and 4. Profit (Loss) per Share Note: For a company with no subsidiaries, the company presents the profit (loss) and other profit (loss) and other comprehensive income in total.	19 - 21
Informasi posisi keuangan perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun / Information on Company's financial position with comparisons of three (3) fiscal years or since the starting of the company if the business activities have run for less than three (3) years	Informasi memuat antara lain: 1. Jumlah investasi pada entitas asosiasi; 2. Jumlah aset; 3. Jumlah liabilitas; dan 4. Jumlah ekuitas. The information encloses, among others: 1. Total investments in associates; 2. Total assets; 3. Total liabilities; and 4. Total equity.	19-20

Kriteria Criteria	Penjelasan Descriptions	Halaman Page
Rasio keuangan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun / Financial ratios with comparisons of three (3) fiscal years or since the starting of the company if the business activities have run for less than three (3) years	Informasi memuat 5 (lima) rasio keuangan yang umum dan relevan dengan industri perusahaan. / The information encloses five (5) financial ratios that are common and relevant to company's industry.	21 -22
Informasi harga saham dalam bentuk tabel dan grafik / Information on stock price in tables and charts	- Jumlah saham yang beredar; - Informasi dalam bentuk tabel yang memuat: - Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan; - Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan - Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan. - Informasi dalam bentuk grafik yang memuat paling kurang: - Harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan - Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan. Untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir. Catatan: apabila perusahaan tidak memiliki kapitalisasi pasar, informasi harga saham, dan volume perdagangan saham, agar diungkapkan. - Number of outstanding shares; - The information in tables and charts covers - Market capitalization by prices in Stock Exchange where the shares are listed; - The highest, lowest, and closing price of shares; and - Trading volume where the shares are listed. - Information in charts contains at least: - Closing price and share trading volume - Trading volume where the shares are listed For each quarter of the last two (2) fiscal years. Note: if the company shall disclose information on share prices and trading volume if such company does not have market capitalization.	26 - 27
Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir / Information on outstanding bonds, sukuk, or convertible bonds of the last two (2) fiscal years	Informasi memuat: - Jumlah obligasi/sukuk/obligasi konversi yang beredar (outstanding); - Tingkat bunga/imbalan; - Tanggal jatuh tempo; dan - Peringkat obligasi/sukuk tahun 2015 dan 2018. Catatan: apabila perusahaan tidak memiliki obligasi/sukuk/ obligasi konversi, agar diungkapkan. The information covers: - Number of outstanding bonds/sukuk/convertible bonds; - Interest rate/yield; - Maturity date; and - Bonds/sukuk rating in 2015 and 2016. Note: if the company shall disclose information on outstanding bonds, sukuk, or convertible bonds if such company does not have market capitalization.	26 - 29
LAPORAN DEWAN KOMISARIS DAN DIREKSI / BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REPORTS		
Laporan Dewan Komisaris / Board of Commissioners Report	Memuat hal-hal sebagai berikut: - Penilaian atas kinerja Direksi mengenai pengelolaan perusahaan dan dasar penilaiannya; - Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi dan dasar pertimbangannya; - Pandangan atas penerapan/pengelolaan <i>whistleblowing system</i> (WBS) dip perusahaan dan peran Dewan Komisaris dalam WBS tersebut; dan - Perubahan komposisi Dewan Komisaris (jika ada) dan alasan perubahannya. Containing the following: - Assessment on Board of Directors' performance on company management and the basis for the assessment; - Perspective on company business outlook set by Board of Directors and its consideration basis; - Prospective on the implementation/management of whistleblowing system (WBS) in the company and the role of Board of Commissioners in such WBS; and - Changes in Board of Commissioners' composition and the reason behind the change (if any).	36 - 47

Kriteria Criteria	Penjelasan Descriptions	Halaman Page
Laporan Direksi / Board of Directors Report	Memuat hal-hal sebagai berikut: 1. Analisis atas kinerja perusahaan, yang mencakup antara lain: a. Kebijakan strategis; b. Perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan c. Kendala-kendala yang dihadapi perusahaan dan langkah-langkah penyelesaiannya; 2. Analisis tentang prospek usaha; 3. Perkembangan penerapan tata kelola perusahaan pada tahun buku; dan 4. Perubahan komposisi anggota Direksi (jika ada) dan alasan perubahannya. Containing the following: 1. Analysis on company performance, which among others covers: a. Strategic policies; b. Comparisons between realizations and targets; and c. Challenges faced by the company and its settlement measures. 2. Analysis on business outlook; 3. Development of the implementation of corporate governance in the fiscal year; and 4. Changes in Board of Director's composition and the reason behind the change (if any)	49 - 55
Tanda tangan anggota Dewan Komisaris dan anggota Direksi / Board of Directors and Board of Commissioners' signatures	Memuat hal-hal sebagai berikut: 1. Tanda tangan dituangkan pada lembaran tersendiri; 2. Pernyataan bahwa Dewan Komisaris dan Direksi bertanggung jawab penuh atas kebenaran isi laporan tahunan; 3. Ditandatangani seluruh anggota Dewan Komisaris dan anggota Direksi dengan menyebutkan nama dan jabatannya; dan 4. Penjelasan tertulis dalam surat tersendiri dari yang bersangkutan dalam hal terdapat anggota Dewan Komisaris atau anggota Direksi yang tidak menandatangani laporan tahunan, atau penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan. Containing the following: 1. Signatures are given on separate sheets; 2. Statement of full accountability on the accuracy of the annual report contents by Board of Directors and Board of Commissioners; 3. Signed by all members of Board of Commissioners and Board of Directors by stating names and positions; and 4. Written explanation in separate letter from the person(s) concerned in the event that a member of Board of Commissioners or Board of Directors fails to sign the annual report, or written explanation in separate letter from the other member(s) in the event that the person(s) concerned fails to provide a written explanation.	56 - 57
PROFIL PERUSAHAAN / COMPANY PROFILE		
Nama dan alamat lengkap perusahaan / Name and complete address of the company	Informasi memuat antara lain: nama dan alamat, kode pos, no. Telp, no. Fax, email, dan website. / The information contains among others: name and address, postal code, phone number(s), facsimile, e-mail, and website address.	60
Riwayat singkat perusahaan / Brief history of the company	Mencakup antara lain: tanggal/tahun pendirian, nama, perubahan nama perusahaan (jika ada), dan tanggal efektif perubahan nama perusahaan. Catatan: apabila perusahaan tidak pernah melakukan perubahan nama, agar diungkapkan Consisting among others: date/year of establishment, name, changes in company name (if any), and effective date for such changes in company name. Note: explanation shall be given in the event that the entity has never made any change to the name	61 - 62
Bidang usaha / Line of business	Uraian mengenai antara lain: 1. Kegiatan usaha perusahaan menurut anggaran dasar terakhir; 2. Kegiatan usaha yang dijalankan; dan 3. Produk dan/atau jasa yang dihasilkan. Description of, among others: 1. Company's business activities in accordance with the latest articles of association; 2. Business activities engaged; and 3. Generated products and/or services	64- 71
Struktur Organisasi / Organizational Structure	Dalam bentuk bagan, meliputi nama dan jabatan paling kurang sampai dengan struktur satu tingkat di bawah direksi. / In a chart, consisting of names and positions, at least up to one level under the Board of Directors.	74 - 75

Kriteria Criteria	Penjelasan Descriptions	Halaman Page
Visi, Misi, dan Budaya Perusahaan / Company Vision, Mission, and Culture	Mencakup: 1. Visi perusahaan; 2. Misi perusahaan; 3. Keterangan bahwa visi dan misi tersebut telah direviu dan disetujui oleh Direksi/Dewan Komisaris pada tahun buku; dan 4. Pernyataan mengenai budaya perusahaan (<i>corporate culture</i>) yang dimiliki Perusahaan. Containing: 1. Company vision; 2. Company mission; 3. Explanation that the vision and mission have been reviewed and agreed upon by Board of Directors/Board of Commissioners. 4. Statement on corporate culture adhered by the company.	76 -78
Identitas dan riwayat hidup singkat anggota Dewan Komisaris / Identity and brief CV of Board of Commissioners members	Informasi memuat antara lain: 1. Nama; 2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain); 3. Umur; 4. Domisili; 5. Pendidikan (Bidang Studi dan Lembaga Pendidikan); 6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan 7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Dewan Komisaris di Perusahaan sejak pertama kali ditunjuk. The information encloses, among others: 1. Name; 2. Position and term of office (including position in the company or other institutions); 3. Age; 4. Domicile; 5. Educations (Field of Study and Educational Institution); 6. Work experience (Position, Institution, and Term of Office); 7. History of the appointment (period and position) as Board of Commissioners' member since initial appointment.	79 -81
Identitas dan riwayat hidup singkat anggota Direksi / Identity and brief CV of Board of Commissioners members	Informasi memuat antara lain: 1. Nama; 2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain); 3. Umur; 4. Domisili; 5. Pendidikan (Bidang Studi dan Lembaga Pendidikan); 6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan 7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Direksi di Perusahaan sejak pertama kali ditunjuk. The information encloses, among others: 1. Name; 2. Position and term of office (including position in the company or other institutions); 3. Age; 4. Domicile; 5. Educations (Field of Study and Educational Institution); 6. Work experience (Position, Institution, and Term of Office); 7. History of the appointment (period and position) as Board of Commissioners' member since initial appointment.	82 - 86
Jumlah karyawan (komparatif 2 tahun) dan data pengembangan kompetensi karyawan yang mencerminkan adanya kesempatan untuk masing-masing level organisasi / Total number of employees (2 years' comparison) and data of competency development that reflects the opportunity for every organizational level	Informasi memuat antara lain: 1. Jumlah karyawan untuk masing-masing level organisasi; 2. Jumlah karyawan untuk masing-masing tingkat pendidikan; 3. Jumlah karyawan berdasarkan status kepegawaian; 4. Data pengembangan kompetensi karyawan yang telah dilakukan pada tahun buku yang terdiri dari pihak (level jabatan) yang mengikuti pelatihan, jenis pelatihan, dan tujuan pelatihan; dan 5. Biaya pengembangan kompetensi karyawan yang telah dikeluarkan pada tahun buku. The information encloses, among others: 1. Number of employees for each organizational level; 2. Number of employees for each educational level; 3. Number of employees by employment status; 4. Data of undertaken employee competency developments in fiscal year containing parties (Position level) attending the training, type of trainings, and purpose of trainings; and 5. Incurred costs for employee competency development in the fiscal year.	92 - 100

Kriteria Criteria	Penjelasan Descriptions	Halaman Page
Komposisi Pemegang saham / Shareholder Competition	Mencakup antara lain: 1. Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya; 2. Rincian pemegang saham dan persentase kepemilikannya meliputi: a. Nama pemegang saham yang memiliki 5% atau lebih saham; dan b. Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%. 3. Nama Direktur dan Komisaris serta persentase kepemilikan sahamnya secara langsung dan tidak langsung. Catatan: apabila Direktur dan Komisaris tidak memiliki saham langsung dan tidak langsung, agar diungkapkan. Containing, among others: 1. Detailed name of shareholders covering 20 largest shareholders and their shareholding percentage; 2. Details of shareholders and their shareholding percentage, which include: a. Name of shareholders with 5% or more percent of shares; b. Public shareholding groups with their respective shareholding of less than 5%. 3. Name of Directors and Commissioners holding direct or indirect shares and their percentages; Note: Explanation shall be given in the event of Directors and Commissioners do not hold direct or indirect shares.	103 -105
Daftar entitas anak dan/atau entitas asosiasi / List of subsidiaries and/or associates	Dalam bentuk tabel memuat informasi antara lain: 1. Nama entitas anak dan/atau asosiasi; 2. Persentase kepemilikan saham; 3. Keterangan tentang bidang usaha entitas anak dan/atau entitas asosiasi; dan 4. Keterangan status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi). In the form of table containing the following information: 1. Names of subsidiaries and/or associates; 2. Shareholding percentage; 3. Explanation on the subsidiaries and/or associates' lines of business; and 4. Explanation on the operational status of the subsidiaries and/or associates (in operation or has not yet operating).	106 -108
Struktur grup perusahaan / Company group structure	Struktur grup perusahaan dalam bentuk bagan yang menggambarkan entitas induk, entitas anak, entitas asosiasi, joint venture, dan special purpose vehicle (SPV). / Company group structure in a chart describing subsidiaries, associates, joint ventures, and special purpose vehicles (SPVs).	109
Kronologi penerbitan saham (termasuk <i>private placement</i>) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku / Share listing chronology (including <i>private placement</i>) and/or share listing from the initial listing to the end of fiscal year	Mencakup antara lain: 1. Tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi (<i>corporate action</i>); 2. Jumlah saham tercatat setelah masing-masing tindakan korporasi (<i>corporate action</i>); dan 3. Nama bursa dimana saham perusahaan dicatatkan. Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan. Containing, among others: 1. The year of shares issuance, number of shares, shares par value, and share offering price for each of corporate action; 2. Number of shares listed following the corporate actions; 3. Name of stock exchange where the shares are listed. Note: Explanation shall be given in the event of the company does not have share listing chronology.	109 - 111
Kronologi penerbitan saham (termasuk <i>private placement</i>) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku / Issuance and/or other securities listing chronology from the initial listing to the end of fiscal year	Mencakup antara lain: 1. Nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya; 2. Nilai penawaran efek lainnya; 3. Nama bursa dimana efek lainnya dicatatkan; dan 4. Peringkat efek. Catatan: apabila perusahaan tidak memiliki kronologi penerbitan dan pencatatan efek lainnya, agar diungkapkan. Containing, among others: 1. Name of other securities, year of other securities issuance, interest/yield rate, and the maturity date of other securities; 2. Other securities offering price; 3. Name of stock exchange where the other securities are listed; and 4. Rating of securities. Note: Explanation shall be given in the event of the company does not have other securities issuance and listing chronology.	112 -120

Kriteria Criteria	Penjelasan Descriptions	Halaman Page
Nama dan alamat lembaga dan/atau profesi penunjang / Names and addresses of capital market supporting institutions and/or professions	Informasi memuat antara lain: 1. Nama dan alamat BAE/pihak yang mengadminstrasikan saham perusahaan; 2. Nama dan alamat Kantor Akuntan Publik; dan 3. Nama dan alamat perusahaan pemeringkat efek. The information encloses, among others: 1. Name and address of Securities Administration Bureau (BAE)/parties administrating company's shares; 2. Name and address of Public Accounting Firm; and 3. Name and address of rating agency.	121 - 125
Penghargaan yang diterima dalam tahun buku terakhir dan/atau sertifikasi yang masih berlaku dalam tahun buku terakhir baik yang berskala nasional maupun internasional / List of awards received in the last fiscal year and/or certifications valid for the last fiscal year, both national and international-scale	Informasi memuat antara lain: 1. Nama penghargaan dan/atau sertifikasi; 2. Tahun perolehan penghargaan dan/atau sertifikasi; 3. Badan pemberi penghargaan dan/atau sertifikasi; dan 4. Masa berlaku (untuk sertifikasi). The information encloses, among others: 1. Name of awards and/or certificates; 2. Year of receipt; 3. Awarding and/or certifying agencies; and 4. Validity period (for certifications).	126
Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada) / Names and addresses of subsidiaries and/or branch or representative offices (if any)	Memuat informasi antara lain: 1. Nama dan alamat entitas anak; dan 2. Nama dan alamat kantor cabang/perwakilan. Catatan: apabila perusahaan tidak memiliki entitas anak, kantor cabang, dan kantor perwakilan, agar diungkapkan. Containing the information about, among others: 1. Names and addresses of subsidiaries; and 2. Names and addresses of branch/representative offices. Note: explanation shall be given in the event that the entity does not have any subsidiaries/branches/representatives.	127
Informasi pada Website Perusahaan / Information on Company Website	Meliputi paling kurang: 1. Informasi pemegang saham sampai dengan pemilik akhir individu; 2. Isi Kode Etik; 3. Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan; 4. Laporan keuangan tahunan terpisah (5 tahun terakhir); 5. Profil Dewan Komisaris dan Direksi; dan 6. Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal. Covering at least: 1. Information on shareholders to last individual owners; 2. Contain of the Code of Ethics; 3. Information on General Meeting of Shareholders (GMS) at least covering the agenda discussed in RUPS, minutes of RUPS, and important dates i.e. RUPS announcement date, RUPS summon date, RUPS date, RUPS minutes announcement date; 4. Separate Annual financial statements (last 5 years); 5. Board of Commissioners and Board of Directors Profiles; and 6. Charter of the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit.	128 - 129

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Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, dan Unit Audit Internal / Educations and/or trainings for the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit.	Meliputi paling kurang informasi (jenis dan pihak yang relevan dalam mengikuti) 1. Pendidikan dan/atau pelatihan untuk Dewan Komisaris; 2. Pendidikan dan/atau pelatihan untuk Direksi; 3. Pendidikan dan/atau pelatihan untuk Komite Audit; 4. Pendidikan dan/atau pelatihan untuk Komite Nominasi dan Remunerasi; 5. Pendidikan dan/atau pelatihan untuk Komite Lainnya; 6. Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan; dan 7. Pendidikan dan/atau pelatihan untuk Unit Audit Internal. Yang diikuti pada tahun buku. Catatan: apabila tidak terdapat pendidikan dan/atau pelatihan pada tahun buku, agar diungkapkan. Covering at least the following information (type and parties eligible to attend): 1. Educations and/or trainings for the Board of Commissioners; 2. Educations and/or trainings for the Board of Directors; 3. Educations and/or trainings for Audit Committee; 4. Educations and/or trainings for Nomination and Remuneration Committee; 5. Educations and/or trainings for Other Committees; 6. Educations and/or trainings for Corporate Secretary; and 7. Educations and/or trainings for Internal Audit Unit; Attended in the fiscal year. Note: Explanation shall be given in the event of there are no educations and/or trainings in the fiscal year.	131 - 133
ANALISA DAN PEMBAHASAN MANAJEMEN ATAS KINERJA PERUSAHAAN / MANAGEMENT DISCUSSION AND ANALYSIS ON COMPANY PERFORMANCE		
Tinjauan operasi per segmen usaha / Operational review per business segment	Memuat uraian mengenai: 1. Penjelasan masing-masing segmen usaha. 2. Kinerja per segmen usaha, antara lain: a. Produksi; b. Peningkatan/penurunan kapasitas produksi; c. Penjualan/pendapatan usaha; dan d. Profitabilitas. Containing descriptions of: 1. Explanation of each business segment. 2. Performance of each business segment, among others: a. Productions; b. Increase/decrease in business capacity; c. Sales/operating revenues; and d. Profitability.	148-159
Uraian atas kinerja keuangan perusahaan / Description of company's financial performance	Analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya dan penyebab kenaikan/penurunan suatu akun (dalam bentuk narasi dan tabel), antara lain mengenai: 1. Aset lancar, aset tidak lancar, dan total aset; 2. Liabilitas jangka pendek, liabilitas jangka panjang dan total liabilitas; 3. Ekuitas; 4. Penjualan/pendapatan usaha, beban, laba (rugi), penghasilan komprehensif lain, dan penghasilan komprehensif periode berjalan; dan 5. Arus kas. Analysis on financial performance containing comparison between current financial performance and previous year's financial performance and causes for the increase/decrease (in narration and tables), among others concerning: 1. Current assets, non-current assets, and total assets; 2. Short-term liabilities, long-term liabilities, and total liabilities; 3. Equity; 4. Sales/revenues, expenses and profit (loss), other comprehensive incomes and total comprehensive profit (loss); and 5. Cash flow.	167-182
Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang perusahaan, dengan menyajikan perhitungan rasio yang relevan sesuai dengan jenis industri perusahaan / Discussion and analysis on company solvency and liquidity by presenting ratios that are relevant to company's industry	Penjelasan tentang : 1. Kemampuan membayar hutang, baik jangka pendek maupun jangka panjang dan 2. Tingkat kolektibilitas piutang. Explanation on: 1. Solvency for short- and long-term debts; and 2. Receivables collectability.	182-184

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Bahasan tentang struktur modal (<i>capital structure</i>) dan kebijakan manajemen atas struktur modal (<i>capital structure policy</i>) / Discussion on capital structure and capital structure policy	Penjelasan atas: 1. Rincian struktur modal (<i>capital structure</i>) yang terdiri dari utang berbasis bunga/sukuk dan ekuitas; dan 2. Kebijakan manajemen atas struktur modal (<i>capital structure policies</i>); dan 3. Dasar pemilihan kebijakan manajemen atas struktur modal. Explanation on: 1. Capital structure, consisting of interest-based debts and equity; 2. Management policies on the capital structure (<i>capital structure policies</i>); and 3. The basis for Capital structure policies.	185-186
Bahasan mengenai ikatan yang material untuk investasi barang modal (bukan ikatan pendanaan) pada tahun buku terakhir / Discussion on material commitments for capital goods investments (other than funding commitment) in the last fiscal year	Penjelasan tentang: 1. Nama pihak yang melakukan ikatan; 2. Tujuan dari ikatan tersebut; 3. Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut; 4. Mata uang yang menjadi denominasi; dan 5. Langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait. Catatan: apabila perusahaan tidak mempunyai ikatan terkait investasi barang modal pada tahun buku terakhir agar diungkapkan. Explanation on: 1. The name of parties engaging in the commitment 2. Purpose of the commitments; 3. Sources of funds expected to meet these commitments; 4. Currency used; and 5. Planned measures to protect the company from risks arising from relevant currency position. Note: explanation shall be given in the event that the company does not have any commitments relating to capital investments in the last fiscal year.	186
Bahasan mengenai investasi barang modal yang direalisasikan pada tahun buku terakhir / Discussion on capital investments realized in the last fiscal year	Penjelasan tentang: 1. Jenis investasi barang modal; 2. Tujuan investasi barang modal; dan 3. Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir. Catatan: apabila tidak terdapat realisasi investasi barang modal, agar diungkapkan. Explanation on: 1. Type of capital investments; 2. Purposes of the capital investments; and 3. Value of capital investment spent in the last fiscal year. Note: explanation shall be given in the event that any capital investment realizations are nonexistent	186-187
Informasi perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi), dan target atau proyeksi yang ingin dicapai untuk satu tahun mendatang mengenai pendapatan, laba, dan lainnya yang dianggap penting bagi perusahaan / Information on comparisons between beginning of fiscal year's targets and realizations, and expected targets or projection for the coming year relating to revenue, profit, and other matters considered important to the company	Informasi memuat antara lain: 1. Perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi); dan 2. Target atau proyeksi yang ingin dicapai dalam 1 (satu) tahun mendatang. The information encloses, among others: 1. Comparisons between beginning of year's targets and realizations; and 2. Expected targets or projection for the coming year.	189-191
Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan / Information and material facts occurring after accountant's reporting date	Uraian kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang. Catatan: apabila tidak ada kejadian penting setelah tanggal laporan akuntan agar diungkapkan. Description of significant events after accountant's reporting date including their effects on business performance and risks in the future. Note: explanation shall be given in the event that any significant events after accountant's reporting date are nonexistent.	192
Uraian tentang prospek usaha perusahaan / Description on company's business outlook	Uraian mengenai prospek perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya. Description on company's business outlook is related to industry and economy in general accompanied by quantitative supporting data from trustworthy source of data.	161-164

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Uraian tentang aspek pemasaran / Description on marketing aspect	Uraian tentang aspek pemasaran atas produk dan/atau jasa perusahaan, antara lain strategi pemasaran dan pangsa pasar. Description on marketing aspect on company products and/or services, among others marketing strategies and market share.	145-147
Uraian mengenai kebijakan dividen dan jumlah dividen kas per saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir / Description on dividend policy and amount of cash dividends per share and amount of dividends per year announced or paid for the last two (2) fiscal years.	Memuat uraian mengenai: 1. Kebijakan pembagian dividen; 2. Total dividen yang dibagikan; 3. Jumlah dividen kas per saham; 4. Payout ratio; dan 5. Tanggal pengumuman dan pembayaran dividen kas. Untuk masing-masing tahun. Catatan: apabila tidak ada pembagian dividen, agar diungkapkan alasannya. Containing descriptions of: 1. Policy on dividend sharing; 2. Total dividends shared; 3. Amount of cash dividends per share; 4. Payout ratio; and 5. Date of announcement and payment of cash dividends. For each year. Note: explanation shall be given in the event that any dividend sharing is nonexistent.	192-193
Program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan perusahaan (ESOP/MSOP) yang masih ada sampai tahun buku / Employee and/or Management Stock Ownership Plan (ESOP/MSOP) carried out by the company existing until the end of fiscal year	Memuat uraian mengenai: 1. Jumlah saham ESOP/MSOP dan realisasinya; 2. Jangka waktu; 3. Persyaratan karyawan dan/atau manajemen yang berhak; dan 4. Harga exercise. Catatan: apabila tidak memiliki program dimaksud, agar diungkapkan. Containing descriptions of: 1. Total ESOP/MSOP shares and its realization; 2. Term; 3. Requirements for entitled employees and/or management; and 4. Exercise price. Note: explanation shall be given in the event that the program concerned is nonexistent.	193
Realisasi penggunaan dana hasil penawaran umum (dalam hal perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana) / Realization of the use of proceeds from public offering (in the event that the company still has the obligation to report the proceed use realization)*	Memuat uraian mengenai: 1. Total perolehan dana; 2. Rencana penggunaan dana; 3. Rincian penggunaan dana; 4. Saldo dana; dan 5. Tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana (jika ada). Catatan: apabila tidak memiliki informasi realisasi penggunaan dana hasil penawaran umum, agar diungkapkan. Containing descriptions of: 1. Total proceeds; 2. Planned use of the proceeds; 3. Detailed use of the proceeds; 4. Balance of proceeds; and 5. Date of GMS/GMB approval on changes in the use of proceeds (if any). Note: explanation shall be given in the event that there is no information regarding realization of the use of proceeds from public offering.	194-195
Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi / Information on material transactions containing conflicts of interest and/or transactions with affiliates	Memuat uraian mengenai: 1. Nama pihak yang bertransaksi dan sifat hubungan afiliasi; 2. Penjelasan mengenai kewajaran transaksi; 3. Alasan dilakukannya transaksi; 4. Realisasi transaksi pada periode tahun buku terakhir; 5. Kebijakan perusahaan terkait dengan mekanisme review atas transaksi; dan 6. Pemenuhan peraturan dan ketentuan terkait. Catatan: apabila tidak mempunyai transaksi dimaksud, agar diungkapkan. Containing descriptions of: 1. Name of affiliates and the nature of affiliation; 2. Explanation on the fairness of transaction; 3. Reason behind the transaction; 4. Realization of transactions in the last fiscal year; 5. Company policy relating to review mechanism on transactions; and 6. Compliance with relevant regulations and provisions. Note: explanation shall be given in the event that any transaction concerned is nonexistent.	195-199

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Uraian mengenai perubahan peraturan perundang-undangan terhadap perusahaan pada tahun buku terakhir / Description on regulatory changes having significant impact on the company	Uraian memuat antara lain: 1. Nama peraturan perundang-undangan yang mengalami perubahan; dan 2. Dampaknya (kuantitatif dan/atau kualitatif) terhadap perusahaan (jika signifikan) atau pernyataan bahwa dampaknya tidak signifikan. Catatan: apabila tidak terdapat perubahan peraturan perundang-undangan pada tahun buku terakhir, agar diungkapkan. The description contains among others: 1. Regulatory changes; and 2. Their impacts (qualitative and quantitative) on the company (if significant) or statements stating that the impacts are insignificant. Note: explanation shall be given in the event that any regulatory changes having significant impacts on the company are nonexistent in the last fiscal year.	200-206
Uraian mengenai perubahan kebijakan akuntansi yang diterapkan perusahaan pada tahun buku terakhir / Description on changes in accounting policies applied by the company in the last fiscal year	Uraian memuat antara lain: 1. Perubahan kebijakan akuntansi; 2. Alasan perubahan kebijakan akuntansi; dan 3. Dampaknya secara kuantitatif terhadap laporan keuangan. Catatan: apabila tidak terdapat perubahan kebijakan akuntansi pada tahun buku terakhir, agar diungkapkan. The description includes among others: 1. Changes in accounting policies; 2. Their reasons; and 3. Impacts toward financial statements. Note: explanation shall be given in the event that any changes in accounting policies are nonexistent in the last fiscal year.	206-207
Informasi kelangsungan usaha / Information on business continuity	Pengungkapan informasi mengenai: 1. Hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir; 2. Assessment manajemen atas hal-hal pada angka 1; dan 3. Asumsi yang digunakan manajemen dalam melakukan assessment. Catatan: apabila tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir, agar diungkapkan asumsi yang mendasari manajemen dalam meyakini bahwa tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir. Disclosure of information includes: 1. Matters which potentially inflict significant impact on company's business continuity for the last fiscal year; 2. Management assessment on matters in point 1; and 3. Assumptions used by the management in performing the assessment. Note: in the event that any matters which potentially inflict significant impact on company's business continuity for the last fiscal year are nonexistent, the assumptions used as the basis for the management in assuring that such matters are nonexistent shall be disclosed.	207
GOOD CORPORATE GOVERNANCE / GOOD CORPORATE GOVERNANCE		
Uraian Dewan Komisaris / Board of Commissioners description	Uraian memuat antara lain: 1. Uraian tanggung jawab Dewan Komisaris; 2. Penilaian atas kinerja masing-masing komite yang berada di bawah Dewan Komisaris dan dasar penilaiannya; dan 3. Pengungkapan mengenai Board Charter (pedoman dan tata tertib kerja Dewan Komisaris). The description includes, among others: 1. Description of Board of Commissioners' responsibilities; 2. Assessment on the performances of committees under the Board of Commissioners and the basis for such assessment; and 3. Disclosure of the Board Charter (guidelines and codes of conduct for Board of Commissioners).	332-333 360-361 336-337
Komisaris Independen (jumlahnya minimal 30% dari total Dewan Komisaris) / Information on Independent Commissioners	Meliputi antara lain: 1. Kriteria penentuan Komisaris Independen; dan 2. Pernyataan tentang independensi masing-masing Komisaris Independen. Covering, among others: 1. The criteria for Independent Commissioners appointment; and 2. Statement of independency of each Independent Commissioner.	346-348

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Uraian Direksi / Board of Directors description	Uraian memuat antara lain: 1. Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi; 2. Penilaian atas kinerja komite-komite yang berada di bawah Direksi (jika ada); dan 3. Pengungkapan mengenai Board Charter (pedoman dan tata tertib kerja Direksi). The description includes, among others: 1. Scopes of duties and responsibilities of each Board of Directors member; 2. Assessment on the performances of committees under the Board of Directors (if any); and 3. Disclosure of the Board Charter (guidelines and codes of conduct for Board of Directors).	369-370 386-388 366
Penilaian Penerapan GCG untuk tahun buku 2018 yang meliputi paling kurang aspek Dewan Komisaris dan Direksi / Assessment of the implementation of GCG for fiscal year 2015 covering at least Board of Commissioners and Board of Directors aspects.	Memuat uraian mengenai: 1. Kriteria yang digunakan dalam penilaian; 2. Pihak yang melakukan penilaian; 3. Skor penilaian masing-masing kriteria; 4. Rekomendasi hasil penilaian; dan 5. Alasan belum/tidak diterapkannya rekomendasi. Catatan: apabila tidak ada penilaian penerapan GCG untuk tahun buku 2018 agar diungkapkan. Containing explanations on, among others: 1. Criteria used for the assessment; 2. Assessing party; 3. Assessment score for each criteria; 4. Recommendation of the assessment results; and 5. Reasons on why the recommendations are/has not been implemented. Note: explanation shall be given in the event of the GCG implementation assessment for fiscal year 2016 is nonexistent.	538-548
Uraian mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi / Description of remuneration policy for Boards of Commissioners and Board of Directors	Mencakup antara lain: 1. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Dewan Komisaris; 2. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Direksi; 3. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Dewan Komisaris; 4. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Direksi; 5. Pengungkapan indikator untuk penetapan remunerasi Direksi; dan 6. Pengungkapan bonus kinerja, bonus non kinerja, dan/atau opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi (jika ada). Catatan: apabila tidak terdapat bonus kinerja, bonus non kinerja, dan opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi, agar diungkapkan. Containing, among others: 1. Disclosure of remuneration procedures to the determination for the Board of Commissioners; 2. Disclosure of remuneration procedures to the determination for the Board of Directors; 3. Remuneration structure which shows the remuneration components and amount of value per component for each Board of Commissioners' member; 4. Remuneration structure which shows the remuneration components and amount of value per component for each Board of Directors' member; 5. Disclosure of indicators for the determination of Board of Directors' remuneration; and 6. Disclosure of performance bonus, non-performance bonus, and/or shares option received by each Board of Commissioners' and Board of Directors' member (if any). Note: explanation shall be given in the event of performance bonus, non-performance bonus, and/or shares option received by each Board of Commissioners' and Board of Directors' member are nonexistent.	471-474

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Frekuensi dan Tingkat Kehadiran Rapat yang dihadiri mayoritas anggota pada rapat Dewan Komisaris (minimal 1 kali dalam 2 bulan) Rapat Direksi (minimal 1 kali dalam 1 bulan), dan Rapat Gabungan Dewan Komisaris dengan Direksi (minimal 1 kali dalam 4 bulan) / Frequency and attendance rate in BOC Meetings, BOD meetings, and BOC-BOD joint meetings	Informasi memuat antara lain: 1. Tanggal Rapat; 2. Peserta Rapat; dan 3. Agenda Rapat. Untuk masing-masing rapat Dewan Komisaris, Direksi, dan rapat gabungan. The information encloses, among others: 1. Meeting date; 2. Meeting participants; and 3. Meeting agenda For each BOC meeting, BOD meeting, and joint meeting.	350-356 378-385
Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung, sampai kepada pemilik individu / Information on majority and controlling shareholders, both direct and indirectly, to individual holders	Dalam bentuk skema atau diagram yang memisahkan pemegang saham utama dengan pemegang saham pengendali. Catatan: yang dimaksud pemegang saham utama adalah pihak yang, baik secara langsung maupun tidak langsung, memiliki sekurang-kurangnya 20% (dua puluh perseratus) hak suara dari seluruh saham yang mempunyai hak suara yang dikeluarkan oleh suatu Perseroan, tetapi bukan pemegang saham pengendali. In schematic chart or diagram, that differs the main shareholders and controlling shareholders. Note: the main shareholder is the party which, either directly or indirectly, holds at least 20% (twenty percent) of the voting rights of all shares with voting rights issued by a company, but not a controlling shareholder.	536-537
Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau pengendali / Disclosure of affiliations among the members of Board of Directors, Board of Commissioners, and Majority and/or Controlling Shareholders	Mencakup antara lain: 1. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya; 2. Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris; 3. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau Pengendali; 4. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya; dan 5. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau Pengendali. Catatan: apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan. Containing, among others: 1. Affiliations among Board of Directors' fellow members; 2. Affiliations among Board of Directors members and Board of Commissioners members; 3. Affiliations among Board of Directors members and Majority and/or Controlling Shareholders; 4. Affiliations among Board of Commissioners' fellow members; and 5. Affiliations among Board of Commissioners' members and Majority and/or Controlling Shareholders. Note: explanation shall be given in the event that any concerned affiliations are nonexistent.	374-375 343-344
Komite Audit / Audit Committee	Mencakup antara lain: 1. Nama, jabatan, dan periode jabatan anggota komite audit; 2. Riwayat pendidikan (Bidang Studi dan Lembaga Pendidikan) dan pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat) anggota komite audit; 3. Independensi anggota komite audit; 4. Uraian tugas dan tanggung jawab; 5. Uraian pelaksanaan kegiatan komite audit pada tahun buku; dan 6. Frekuensi pertemuan dan tingkat kehadiran komite audit. Containing, among others: 1. Name and position of Audit Committee members; 2. Educational history qualifications (field of study and educational institution) and work experience of Audit Committee members (Position, Institution, and Term of Office); 3. Audit Committee members' independency; 4. Description of Audit Committee's duties and responsibilities; 5. Brief report on Audit Committee members' activities in the fiscal year; and 6. Frequency of meetings and attendance rate of Audit Committee members.	390-399

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Komite Nominasi dan/atau Remunerasi / Nomination and/or Remuneration Committee	Mencakup antara lain: 1. Nama, jabatan, dan riwayat hidup singkat anggota komite nominasi dan/atau remunerasi; 2. Independensi komite nominasi dan/atau remunerasi; 3. Uraian tugas dan tanggung jawab; 4. Uraian pelaksanaan kegiatan komite nominasi dan/atau remunerasi pada tahun buku; 5. Frekuensi pertemuan dan tingkat kehadiran komite nominasi dan/atau remunerasi; 6. Pernyataan adanya pedoman komite nominasi dan/atau remunerasi; dan 7. Kebijakan mengenai suksesi direksi. Containing, among others: 1. Name, position, and brief CV of Nomination and/or Remuneration Committee members; 2. Independency of Nomination and/or Remuneration Committee members; 3. Description of duties and responsibilities; 4. Description of implementation of activities of Nomination and/or Remuneration Committee members in the fiscal year; 5. Frequency of meetings and attendance rate of Nomination and/or Remuneration Committee members; 6. Statement about the existence of guidelines for Nomination and/or Remuneration Committee; and 7. Policy relating to Board of Directors' succession.	399-408
Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh perusahaan / Other committees under the Board of Commissioners owned by the company	Mencakup antara lain: 1. Nama, jabatan, dan riwayat hidup singkat anggota komite lain; 2. Independensi komite lain; 3. Uraian tugas dan tanggung jawab; 4. Uraian pelaksanaan kegiatan komite lain pada tahun buku; dan 5. Frekuensi pertemuan dan tingkat kehadiran komite lain. Containing, among others: 1. Name, position, and brief CV of other committee members; 2. Independency of other committee members; 3. Description of duties and responsibilities; 4. Description of the implementation of activities of other committees in the fiscal year; and 5. Frequency of meetings and attendance rate of other committees.	408-428
Uraian tugas dan Fungsi Sekretaris Perusahaan / Description of duties and function of Corporate Secretary	Mencakup antara lain: 1. Nama, dan riwayat jabatan singkat sekretaris perusahaan; 2. Domisili; 3. Uraian tugas dan tanggung jawab; dan 4. Uraian pelaksanaan tugas sekretaris perusahaan pada tahun buku. Containing among others: 1. Name and brief CV of the corporate secretary; 2. Domicile; 3. Description of the duties and responsibilities; and 4. Descriptions on the implementation of Corporate Secretary's duties in fiscal year.	428-436
Uraian mengenai unit audit internal / Description on internal audit unit	Mencakup antara lain: 1. Nama ketua unit audit internal; 2. Jumlah pegawai (auditor internal) pada unit audit internal; 3. Sertifikasi sebagai profesi audit internal; 4. Kedudukan unit audit internal dalam struktur perusahaan; 5. Uraian pelaksanaan kegiatan unit audit internal pada tahun buku; dan 6. Pihak yang mengangkat dan memberhentikan ketua unit audit internal. Containing, among others: 1. Name of internal audit unit head; 2. Number of employees (internal auditors) in internal audit unit; 3. Certification for internal audit professions; 4. Internal audit unit position in corporate structure; 5. Brief report on internal audit unit's implementation of activities; and 6. Parties appointing and dismissing head of internal audit unit.	436-444

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Akuntan Publik / Public Accountant	Informasi memuat antara lain: 1. Nama dan tahun akuntan publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir; 2. Nama dan tahun Kantor Akuntan Publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir; 3. Besarnya fee untuk masing-masing jenis jasa yang diberikan oleh Kantor Akuntan Publik pada tahun buku terakhir; dan 4. Jasa lain yang diberikan Kantor Akuntan Publik dan akuntan publik selain jasa audit laporan keuangan tahunan pada tahun buku terakhir. Catatan: apabila tidak ada jasa lain dimaksud, agar diungkapkan. The information encloses, among others: 1. Number of periods in which a public accountant has conducted annual audit on financial statements for the last five (5) years; 2. Name and the year in which a Public Accounting Firm has conducted annual audit on financial statements for the last five (5) years; 3. Amount of fee for each service provided by public accountant in the last fiscal year; and 4. Other services provided by the accountant apart from annual audit on financial statements in the last fiscal year. Note: explanation shall be given in the event that any services are nonexistent.	475-476
Uraian mengenai manajemen risiko perusahaan / Description on company risk management	Mencakup antara lain: 1. Penjelasan mengenai sistem manajemen risiko yang diterapkan perusahaan; 2. Penjelasan mengenai hasil revidu yang dilakukan atas sistem manajemen risiko pada tahun buku; 3. Penjelasan mengenai risiko-risiko yang dihadapi perusahaan; dan 4. Upaya untuk mengelola risiko tersebut. Containing, among others: 1. Explanation on risk management system applied by the company; 2. Explanation on review on risk management system in the fiscal year; 3. Explanation on risks faced by the company; and 4. Risk management efforts.	476-491
Uraian mengenai sistem pengendalian intern / Description on internal control system	Mencakup antara lain: 1. Penjelasan singkat mengenai sistem pengendalian intern, antara lain mencakup pengendalian keuangan dan operasional; 2. Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional (COSO – internal control framework); dan 3. Penjelasan mengenai hasil revidu yang dilakukan atas pelaksanaan sistem pengendalian intern pada tahun buku. Covering, among others: 1. Brief explanation on internal control system, among others concerning financial and operational control; 2. Explanation on compliance with internal control system with internationally-recognized framework (COSO – internal control framework); and 3. Explanation on review conducted on internal control system implementation in the fiscal year.	491-497

Kriteria Criteria	Penjelasan Descriptions	Halaman Page
Uraian mengenai <i>corporate social responsibility</i> yang terkait tata kelola Tanggung jawab sosial / Description on corporate social responsibility related to Social Responsibility Governance.	Mencakup antara lain informasi tentang: 1. Informasi komitmen pada tanggung jawab sosial 2. Informasi mengenai methoda dan lingkup <i>due diligent</i> terhadap dampak sosial, ekonomi dan lingkungan dari aktifitas perusahaan 3. Informasi tentang stakeholder penting yang terdampak atau berpengaruh pada dampak dari kegiatan perusahaan 4. Informasi tentang isu-isu penting sosial ekonomi dan lingkungan terkait dampak kegiatan perusahaan 5. Informasi tentang lingkup tanggung jawab sosial perusahaan baik yang merupakan kewajiban maupun yang melebihi kewajiban 6. Informasi tentang strategi dan program kerja perusahaan dalam menangani isu-isu sosial, ekonomi dan lingkungan dalam upaya <i>stakeholders engagement</i> dan meningkatkan <i>value</i> untuk <i>stakeholder</i> dan <i>shareholder</i> 7. Informasi tentang berbagai program yang melebihi tanggung jawab minimal perusahaan yang relevan dengan bisnis yang dijalankan 8. Informasi tentang pembiayaan dan anggaran tanggung jawab sosial Including among others information on: 1. Information on commitment to social responsibilities. 2. Information on due diligence method and scope on the social, economic, and environmental impacts of the Company's activities. 3. Information on important stakeholders that are affected by or influencing the impact of the Company's activities. 4. Information on important socio-economic and environmental issues related to the impact of the Company's activities. 5. Information on scope of corporate social responsibility, which is an obligation and beyond the obligation. 6. Information on the Company's strategies and work programs in addressing social, economic, and environmental issues in the efforts of stakeholders' engagement and increasing value for stakeholders and shareholders. 7. Information on various programs exceeding the Company's minimum responsibilities that are relevant to the course of business. 8. Information on financing and budget of social responsibility.	564 - 566
Uraian mengenai <i>corporate social responsibility</i> yang terkait <i>core subject</i> Hak Azasi Manusia / Description on corporate social responsibility related to core subject of Human Rights.	Mencakup antara lain informasi tentang: 1. Informasi tentang komitmen dan kebijakan tanggung jawab <i>social core subject</i> Hak Azasi Manusia 2. Informasi tentang rumusan perusahaan lingkup tanggung jawab <i>social core subject</i> Hak Azasi Manusia 3. Informasi tentang perencanaan corporate social responsibility bidang Hak Azasi Manusia 4. Informasi tentang pelaksanaan inisiatif CSR bidang Hak Azasi Manusia 5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang Hak Azasi Manusia Including among others information on: 1. Information on commitments and policies of social responsibility of core subject of Human Rights. 2. Information on the Company's formulation of scope of social responsibility of core subject of Human Rights. 3. Information on corporate social responsibility planning in Human Rights sector. 4. Information on implementing CSR initiatives on Human Rights. 5. Information on achievements and awards for CSR initiatives in Human Rights sector.	567 - 569

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Uraian mengenai <i>corporate social responsibility</i> yang terkait <i>core subject</i> Operasi yang adil / Description on corporate social responsibility related to core subject of Fair Operations.	Mencakup antara lain informasi tentang: 1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> Operasi yang adil 2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> operasi yang adil 3. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang operasi yang adil 4. Informasi tentang pelaksanaan inisiatif CSR bidang operasi yang adil 5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang operasi yang adil Including among others information on: 1. Information on commitments and policies of social responsibility of core subject of Fair Operations. 2. Information on the Company's formulation of scope of social responsibility of core subject of Fair Operations. 3. Information on corporate social responsibility planning in Fair Operations sector. 4. Information on implementing CSR initiatives on Fair Operations sector. 5. Information on achievements and awards for CSR initiatives on Fair operations.	569
Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan lingkungan hidup / Description on corporate social responsibility in relation to environment	Mencakup antara lain informasi tentang: 1. Informasi tentang komitmen dan kebijakan lingkungan 2. Informasi tentang dampak dan resiko lingkungan penting yang terkait secara langsung atau tidak langsung dengan perusahaan 3. Informasi tentang target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen; 4. Informasi tentang kegiatan yang dilakukan dan terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional perusahaan 5. Informasi tentang pelaksanaan inisiatif CSR terkait lingkungan hidup 6. Informasi tentang capaian dampak kuantitatif atas kegiatan tersebut; dan, seperti penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang, sistem pengolahan limbah perusahaan, mekanisme pengaduan masalah lingkungan, pertimbangan aspek lingkungan dalam pemberian kredit kepada nasabah, dan lain-lain. 7. Sertifikasi di bidang lingkungan yang dimiliki. Including among others information on: 1. Information on environmental commitments and policies. 2. Information on important environmental impacts and risks that are directly or indirectly related to the Company. 3. Information on activity target/plan in 2018 set by the Management. 4. Information on activities carried out and related to environmental programs related to the Company's operational activities. 5. Information on implementing CSR initiatives related to environment. 6. Information on achievement of quantitative impacts on these activities; and, such as the use of materials and energy that are environmentally friendly and can be recycled, the Company's waste treatment system, the mechanism of complaints of environmental problems, consideration of environmental aspects in providing credit to customers, and others. 7. Environmental certification owned.	570 - 571

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Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan ketenagakerjaan, kesehatan, dan keselamatan kerja / Description on corporate social responsibility in relation to employment, occupational health and safety	Mencakup antara lain informasi tentang: 1. Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> ketenagakerjaan 2. Informasi lingkup dan perumusan tanggung jawab sosial bidang ketenagakerjaan 3. Informasi terkait target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen; dan 4. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut 5. Informasi terkait praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, seperti kesetaraan <i>gender</i> dan kesempatan kerja, sarana dan keselamatan kerja, tingkat <i>turnover</i> karyawan, tingkat kecelakaan kerja, remunerasi, mekanisme pengaduan masalah ketenagakerjaan, dan lain-lain. Including among others information on: 1. Policy and commitment to corporate social responsibility of core subject of employment. 2. Information on scope and formulation of social responsibility of employment sector. 3. Information related to activity target/plan in 2018 set by the Management. 4. Activities undertaken and the quantitative impact on such activities. 5. Information related to employment, occupational health and safety practices, such as gender equality and job opportunities, occupational facilities and safety, employee's turnover rates, occupational accident rates, remuneration, complaints mechanism on labor issues, and others.	572 - 575
Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan tanggung jawab kepada konsumen / Description on corporate social responsibility in relation to responsibility to customers	Mencakup antara lain: 1. Target/rencana kegiatan yang pada tahun 2018 ditetapkan manajemen; dan 2. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut 3. Terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanggulangan atas pengaduan konsumen, dan lain-lain. Covering, among others: 1. Activity target/plan in 2016 specified by the management; and 2. Implemented activities and its impacts; and. 3. In relation to product responsibility, such as consumer's health and safety, product information, facilities, number and response on customers complaints, etc.	582 - 586

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Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan pengembangan sosial dan kemasyarakatan / Description on corporate social responsibility in relation to social and community development	Mencakup antara lain informasi tentang: 1. Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> pengembangan sosial dan kemasyarakatan 2. Informasi tentang isu-isu sosial yang relevan dengan perusahaan 3. Informasi tentang resiko sosial yang dikelola perusahaan 4. Informasi lingkup dan perumusan tanggung jawab sosial bidang pengembangan sosial dan kemasyarakatan 5. Target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen; 6. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; dan 7. Biaya yang dikeluarkan 8. Terkait pengembangan sosial dan kemasyarakatan, seperti penggunaan tenaga kerja lokal, pemberdayaan masyarakat sekitar perusahaan, perbaikan sarana dan prasarana sosial, bentuk donasi lainnya, komunikasi mengenai kebijakan dan prosedur anti korupsi, pelatihan mengenai anti korupsi, dan lain-lain. Including among others information on: 1. Policy and commitment to corporate social responsibility of core subject of social and community development. 2. Information on social issues that are relevant to the Company. 3. Information on social risks managed by the Company. 4. Information on scope and formulation of social responsibility of social and community development sector. 5. Activity target/plan in 2018 set by the Management. 6. Activities undertaken and the impact on such activities. 7. Cost incurred. 8. Related to social and community development, such as the use of local labor, empowerment of communities around the Company, improvement of social facilities and infrastructure, other forms of donations, communication on anti-corruption policies and procedures, training on anti-corruption, and others.	576 -582
Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, serta anggota Dewan Komisaris dan anggota Direksi yang menjabat pada periode laporan tahunan / Significant cases currently faced by the company, subsidiaries, and Board of Directors and/or Board of Commissioners member(s) serving during the annual report period	Mencakup antara lain: 1. Pokok perkara/gugatan; 2. Status penyelesaian perkara/gugatan; 3. Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan; dan 4. Sanksi administrasi yang dikenakan kepada perusahaan, anggota Dewan Komisaris dan Direksi, oleh otoritas terkait (pasar modal, perbankan dalainnya) pada tahun buku terakhir (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi). Catatan: dalam hal perusahaan, entitas anak, anggota Dewan Komisaris, dan anggota Direksi tidak memiliki perkara penting, agar diungkapkan. Covering, among others: 1. Principal case/lawsuit; 2. Dispute/lawsuit settlement status; 3. Risk faced by the company and amount of dispute/lawsuit settlement; and 4. Administrative sanctions imposed to the company, Board of Commissioners and Board of Directors members, by relevant authorities (capital market, banking, and others) for the latest fiscal year (or if any statement confirming no imposition of administrative sanction exists). Note: explanation shall be given in the event that any significant cases faced by the company, subsidiaries, Board of Commissioners and Board of Directors members are nonexistent.	511-513
Akses informasi dan data perusahaan / Access to company information and data	Uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik, misalnya melalui website (dalam bahasa Indonesia dan bahasa Inggris), media massa, mailing list, buletin, pertemuan dengan analis, dan sebagainya. Description on the availability of company information and data to public, such as through website (in Bahasa Indonesia and English), mass media, mailing list, bulletin, analyst meeting, etc.	513-515

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Bahasan mengenai kode etik / Discussion on code of conduct	Memuat uraian antara lain: 1. Pokok-pokok kode etik; 2. Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi; 3. Penyebarluasan kode etik; 4. Sanksi untuk masing-masing jenis pelanggaran yang diatur dalam kode etik (normatif); dan 5. Jumlah pelanggaran kode etik beserta sanksi yang diberikan pada tahun buku terakhir. Catatan: apabila tidak terdapat pelanggaran kode etik pada tahun buku terakhir, agar diungkapkan. Consisting description, among others on: 1. Code of conduct contents; 2. Disclosure that the code of conduct applies to all levels of organization; 3. Dissemination of the code of conduct; 4. Types of sanction for each code of conduct violation; and 5. Number of code of conduct violation and the sanctions imposed in the last fiscal year. Note: explanation shall be given in the event that any codes of conduct violations are nonexistent in the last fiscal year.	515-520
Pengungkapan mengenai whistleblowing system / Disclosure of whistleblowing system	Memuat uraian tentang mekanisme whistleblowing system antara lain: 1. Penyampaian laporan pelanggaran; 2. Perlindungan bagi whistleblower; 3. Penanganan pengaduan; 4. Pihak yang mengelola pengaduan; dan 5. Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir; dan 6. Sanksi/tindak lanjut atas pengaduan yang telah selesai diproses pada tahun buku. Catatan: apabila tidak terdapat pengaduan yang masuk dan telah selesai diproses pada tahun buku terakhir, agar diungkapkan. Consisting of description on whistleblowing system mechanism, among others: 1. Whistleblowing delivery; 2. Whistleblower protection; 3. Handling of complaints; 4. Parties handling the complaints; and 5. Number of complaints received and processed in the last fiscal year; and 6. Sanction/follow-ups for the complaints which are settled in the fiscal year. Note: explanation shall be given in the event that any incoming complaints are nonexistent in the last fiscal year.	521-526
Kebijakan mengenai keberagaman komposisi Dewan Komisaris dan Direksi / Policy on the diversity of Board of Commissioners and Board of Directors composition	Uraian kebijakan tertulis Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin. Catatan: apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya. Description of Company policy on the diversity of Board of Commissioners and Board of Directors composition by education (field of study), work experience, age, and gender. Note: explanation and basis of consideration shall be given in the event that concerned policy is nonexistent	340-343 370-374
INFORMASI KEUANGAN / FINANCIAL STATEMENTS		
Surat Pernyataan Direksi dan/atau Dewan Komisaris tentang Tanggungjawab atas Laporan Keuangan / Statements from Board of Directors and/or Board of Commissioners on the Accountability on Financial Statements	Kesesuaian dengan peraturan terkait tentang Tanggung Jawab atas Laporan Keuangan. Compliance with relevant regulation on Accountability on Financial Statements	Laporan Keuangan Halaman Surat Pernyataan Direksi. Financial Statements, Board of Directors Statement Letter Page.

Kriteria Criteria	Penjelasan Descriptions	Halaman Page
Opini auditor independen atas laporan keuangan / Independent auditor's opinion on the financial statements		Laporan Keuangan Halaman Opini Auditor Independen Financial Statements, Independent Auditor Opinion Page.
Deskripsi Auditor Independen di Opini / Independent auditor's description on the opinion	Deskripsi memuat tentang: 1. Nama dan tanda tangan; 2. Tanggal Laporan Audit; dan 3. Nomor ijin KAP dan nomor ijin Akuntan Publik. The description includes: 1. Names and signatures; 2. Date of Audit Report; and 3. Public Accounting Firm's and Public Accountant's License Numbers.	Laporan Keuangan halaman Auditor Independen Financial Statements, Independent Auditor Page.
Laporan keuangan yang lengkap / Comprehensive financial statements	Memuat secara lengkap unsur-unsur laporan keuangan: 1. Laporan posisi keuangan; 2. Laporan laba rugi dan penghasilan komprehensif lain; 3. Laporan perubahan ekuitas; 4. Laporan arus kas; 5. Catatan atas laporan keuangan; 6. Informasi komparatif mengenai periode sebelumnya; dan 7. Laporan posisi keuangan pada awal periode sebelumnya ketika entitmenerapkan suatu kebijakan akuntansi secara retrospektif atau membupenyajian kembali pos-pos laporan keuangan, atau ketika entit merelklasifikasi pos-pos dalam laporan keuangannya (jika relevan). Comprehensively consisting elements of the financial statements, such as: 1. Statement of financial position; 2. Statement of income and comprehensive income; 3. Statement of changes in equity; 4. Statement of cash flows; 5. Notes to the financial statements; 6. Comparative information on the previous period; and 7. Statements of financial position at the beginning of the previous period presented when an entity applies an accounting policy retrospectively or makes restatement of financial statements posts, or when an entity reclassifies posts in the financial statements (if relevant).	Laporan Keuangan Halaman Lampiran 1/1- 6/9 Financial Statements, Pages of Attachment 1/1- 6/9
Perbandingan tingkat profitabilitas / Comparison of profitability level	Perbandingan kinerja/laba (rugi) tahun berjalan dengan tahun sebelumnya. Comparison between profit (loss) in current year and the previous year.	Laporan Keuangan Halaman Lampiran 2/1-2/2 Financial Statements, Pages of Attachment 2/1-2/2

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Laporan Arus Kas / Statement of Cash Flow	Memenuhi ketentuan sebagai berikut: 1. Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan; 2. Penggunaan metode langsung (direct method) untuk melaporkan arus kas dari aktivitas operasi; 3. Pemisahan penyajian antara penerimaan kas dan atau pengeluaran kas selama tahun berjalan pada aktivitas operasi, investasi dan pendanaan; dan 4. Pengungkapan transaksi non kas harus dicantumkan dalam catatan atas laporan keuangan. Fulfilling the following requirements: 1. Classification in three categories of activity: operating, investing, and funding; 2. The use of direct method in reporting the cash flow from operating activities; 3. Separation of presentation between cash receipts and/or cash expenses for the current year in operating, investing, and funding activities; and 4. Disclosure of non-cash transaction must be included in the notes to the financial statements.	Laporan Keuangan Halaman Lampiran 4/1-4/2 Financial Statements, Pages of Attachment 4/1-4/2
Ikhtisar Kebijakan Akuntansi / Accounting Policy Highlights	Meliputi sekurang-kurangnya: 1. Pernyataan kepatuhan terhadap SAK; 2. Dasar pengukuran dan penyusunan laporan keuangan; 3. Pajak penghasilan; 4. Imbalan kerja; dan 5. Instrumen Keuangan. Consisting at least: 1. Statement of compliance with Financial Accounting Standards (SAK); 2. Basis for the measurement and preparation of financial statements; 3. Income tax; 4. Employee benefits; and 5. Financial instruments.	Laporan Keuangan Halaman Lampiran 5/8-5/42 Financial Statements, Pages of Attachment 5/8-5/42
Pengungkapan transaksi pihak berelasi / Disclosure of transactions with related parties	Hal-hal yang diungkapkan antara lain: 1. Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi; 2. Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan 3. Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas terkait. Items disclosed among others are: 1. Names of related parties and the nature of relationship with these parties; 2. Transactional value and its percentage against total revenue and relevant expenses; and 3. Total balance and its percentage against total assets or liabilities.	Laporan Keuangan Halaman Lampiran 5/88-5/91 Financial Statements, Pages of Attachment 5/88-5/91

Kriteria Criteria	Penjelasan Descriptions	Halaman Page
Pengungkapan yang berhubungan dengan perpajakan / Disclosure of matters relating to taxation	Hal-hal yang harus diungkapkan: 1. Rekonsiliasi fiskal dan perhitungan beban pajak kini; 2. Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi; 3. Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan tahun 2018; 4. Rincian aset dan liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan untuk setiap periode penyajian, dan jumlah beban (penghasilan) pajak tangguhan yang diakui pada laporan laba rugi apabila jumlah tersebut tidak terlihat dari jumlah aset atau liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan; dan 5. Pengungkapan ada atau tidak ada sengketa pajak. Matters need to be disclosed: 1. Fiscal reconciliation and current tax expense calculation; 2. Explanation of relationship between tax expense (income) and accounting profit; 3. Statement acknowledging that Taxable Profits (LKP) from the reconciliation serves as the basis for Corporate Income Tax's Annual Tax Returns (SPT) of 2018; 4. Details of assets and deferred tax liabilities recognized in the financial position statement for each presenting period, and the amount of deferred tax (income) expenses recognized in the income statements if the amount is not visible in the total assets or liabilities of deferred tax recognized in the statements of financial position; and 5. Disclosure of any tax disputes.	Laporan Keuangan Halaman Lampiran 5/74-5/78 Financial Statements, Pages of Attachment 5/74-5/78
Pengungkapan yang berhubungan dengan aset tetap / Disclosure of matters relating to fixed assets	Hal-hal yang harus diungkapkan: 1. Metode penyusutan yang digunakan; 2. Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya; 3. Metode dan asumsi signifikan yang digunakan dalam mengestimasi nilai wajar aset tetap (untuk model revaluasi) atau pengungkapan nilai wajar aset tetap (untuk model biaya); dan 4. Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan: penambahan, pengurangan dan reklasifikasi. Matters need to be disclosed: 1. Depreciation method used; 2. Description of accounting policy selected, either revaluation or cost model; 3. Methods and significant assumptions used to estimate fixed assets' fair value (for revaluation model) or disclosure of fixed assets' fair value (for cost model); and 4. Reconciliation of the gross carrying amount and accumulated depreciation of fixed assets at the beginning and the end of period by presenting: addition, reduction, and reclassification.	Laporan Keuangan Halaman Lampiran 5/60-5/62 Financial Statements, Pages of Attachment 5/60-5/62

Kriteria Criteria	Penjelasan Descriptions	Halaman Page
Pengungkapan yang berhubungan dengan segmen operasi / Disclosure of operational segment	Hal-hal yang harus diungkapkan: 1. Informasi umum yang meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan; 2. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan; 3. Rekonsiliasi dari total pendapatan segmen, laba rugi segmen yang dilaporkan, aset segmen, liabilitas segmen, dan unsur material segmen lainnya terhadap jumlah terkait dalam entitas; dan 4. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama. Matters need to be disclosed: 1. General information covering the factors used to identify reported segment; 2. Information regarding profit and loss, assets, and liabilities of the reported segment; 3. Reconciliation of total revenue, profit and loss, assets, liabilities of the reported segment, and other material elements of the segment against relevant amount in the entity; and 4. Disclosure at the level of entity, covering information on products and/or services, geographical area, and main customers.	Laporan Keuangan Halaman Lampiran 5/94-5/96 Financial Statements, Pages of Attachment 5/116-5/120
Pengungkapan yang berhubungan dengan Instrumen Keuangan / Disclosure relating to Financial Instruments	Hal-hal yang harus diungkapkan: 1. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya; 2. Nilai wajar dan hirarkinya untuk setiap kelompok instrumen keuangan; 3. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit dan risiko likuiditas; 4. Kebijakan manajemen risiko; dan 5. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif. Matters need to be disclosed: 1. Detailed of financial instruments by classification; 2. Fair value and hierarchy of each group of financial instruments; 3. Explanation of risks relating to financial instruments: market risks, credit risks, and liquidity risks; 4. Risk management policies; and 5. Quantitative risk analysis relating to financial instruments.	Laporan Keuangan Halaman Lampiran 5/116-5/120 Financial Statements, Pages of Attachment 5/116-5/120
Penerbitan laporan keuangan / Publication of financial statements	Hal-hal yang diungkapkan antara lain: 1. Tanggal laporan keuangan diotorisasi untuk terbit; dan 2. Pihak yang bertanggung jawab mengotorisasi laporan keuangan. Items disclosed among others are: 1. Authorized publication date of the financial statements; and 2. The party responsible for the financial statements authorization.	Laporan Keuangan halaman Auditor Independen Financial Statements, Independent Auditor Page.

LAPORAN KEUANGAN

Financial Statements

**PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/*AND ITS SUBSIDIARY***

**LAPORAN KEUANGAN KONSOLIDASIAN/
*CONSOLIDATED FINANCIAL STATEMENTS***

**31 DESEMBER 2018 DAN 2017/
*31 DECEMBER 2018 AND 2017***

**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN PADA
TANGGAL DAN UNTUK TAHUN-TAHUN YANG
BERAKHIR
31 DESEMBER 2018 DAN 2017**

**PT BANK VICTORIA INTERNATIONAL TBK DAN
ENTITAS ANAK ("GRUP")**

Kami yang bertanda tangan dibawah ini:

1. Nama : Ahmad Fajar
Alamat kantor : Graha BIP Lantai 10, Jalan Gatot Subroto Kav.23 Jakarta
Jabatan : Direktur Utama
2. Nama : Rusli
Alamat kantor : Graha BIP Lantai 10, Jalan Gatot Subroto Kav.23 Jakarta
Jabatan : Wakil Direktur Utama

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Bank Victoria International Tbk dan Entitas Anak ("Grup");
2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar;
- b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian internal Grup.

Demikian pernyataan ini dibuat dengan sebenarnya.

**BOARD OF DIRECTORS' STATEMENT
REGARDING THE RESPONSIBILITY
FOR THE CONSOLIDATED FINANCIAL STATEMENTS
AS AT AND FOR THE YEARS ENDED
31 DECEMBER 2018 AND 2017**

**PT BANK VICTORIA INTERNATIONAL TBK AND ITS
SUBSIDIARY (THE "GROUP")**

We, the undersigned:

1. Name : Ahmad Fajar
Office address : Graha BIP 10th Floor, Jalan Gatot Subroto Kav. 23 Jakarta
Title : President Director
2. Name : Rusli
Office address : Graha BIP 10th Floor, Jalan Gatot Subroto Kav. 23 Jakarta
Title : Vice President Director

declare that:

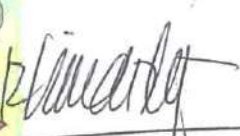
1. We are responsible for the preparation and presentation of the consolidated financial statements of PT Bank Victoria International Tbk and its subsidiary ("the Group");
2. The consolidated financial statements of the Group have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information have been fully and correctly disclosed in the consolidated financial statements of the Group;
- b. The consolidated financial statements of the Group do not contain false material information or facts, nor do they omit material information or facts;
4. We are responsible for the Group's internal control system.

This statement has been made truthfully.

Jakarta, 20 Maret/March 2019

Atas nama dan mewakili Direksi/For and on behalf of the Board of Directors


Ahmad Fajar
Direktur Utama/President Director


Rusli
Wakil Direktur Utama/Vice President Director





**LAPORAN AUDITOR INDEPENDEN
KEPADA PARA PEMEGANG SAHAM**

**INDEPENDENT AUDITORS' REPORT
TO THE SHAREHOLDERS OF**

PT BANK VICTORIA INTERNATIONAL Tbk

Kami telah mengaudit laporan keuangan konsolidasian PT Bank Victoria International Tbk dan entitas anak terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2018, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

Tanggung jawab manajemen atas laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Tanggung jawab Auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian ini berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian bebas dari kesalahan penyajian material.

We have audited the accompanying consolidated financial statements of PT Bank Victoria International Tbk and its subsidiary, which comprise the consolidated statement of financial position as of 31 December 2018, and the consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan

WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920 – Indonesia,
T: +62 21 5212901, F: + 62 21 52905555 / 52905050, www.pwc.com/id



Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan konsolidasian. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan konsolidasian entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan konsolidasian secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Bank Victoria International Tbk dan entitas anak tanggal 31 Desember 2018, serta kinerja keuangan dan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Bank Victoria International Tbk and its subsidiary as of 31 December 2018, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

JAKARTA
20 Maret/March 2019

Drs. M. Jusuf Wibisona, M. Ec., CPA
Surat Ijin Akuntan Publik/License of Public Accountant No. AP.0222

**PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/AND ITS SUBSIDIARY**

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2018 DAN 2017**

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION
31 DECEMBER 2018 AND 2017**

(Expressed in thousands of Rupiah, unless otherwise stated)

	Catatan/ Notes	2018	2017	
ASET				ASSETS
Kas	2d,2h,4	57,675,937	72,142,423	Cash
Giro pada Bank Indonesia	2d,2i,5	1,551,075,080	1,768,560,694	Current accounts with Bank Indonesia
Giro pada bank lain	2d,2i,6	91,961,736	75,230,962	Current accounts with other banks
Dikurangi: Cadangan kerugian penurunan nilai	2g,6	-	-	Less: Allowance for impairment losses
		91,961,736	75,230,962	
Penempatan pada Bank Indonesia dan bank lain	2d,2j,7	2,401,787,349	2,114,572,525	Placements with Bank Indonesia and other banks
Efek-efek	2d,2k,8	6,797,477,920	7,930,091,918	Marketable securities
Dikurangi: Cadangan kerugian penurunan nilai	2g,8	(72,957,274)	(32,308,798)	Less: Allowance for impairment losses
		6,724,520,646	7,897,783,120	
Efek-efek yang dibeli dengan janji dijual kembali	2d,2m,9	1,000,011,192	-	Securities purchased under resale agreement
Dikurangi: Cadangan kerugian penurunan nilai	2g,9	-	-	Less: Allowance for impairment losses
		1,000,011,192	-	
Pendapatan bunga yang masih akan diterima	2d,10	189,997,490	221,738,507	Interest receivables
Biaya dibayar dimuka	2s,13	21,403,541	19,862,313	Prepaid expenses
Pinjaman yang diberikan, pembiayaan dan piutang syariah	2d	-	-	Loans, sharia
- Pihak berelasi	2l,2af,11,41	84,330,243	87,998,867	financing and receivables
- Pihak ketiga		16,309,266,071	15,743,265,460	Related parties -
		16,393,596,314	15,831,264,327	Third parties -
Dikurangi: Cadangan kerugian penurunan nilai	2g,11	(290,824,754)	(254,576,594)	Less: Allowance for impairment losses
		16,102,771,560	15,576,687,733	
Tagihan akseptasi	2d,2n,12	164,546,909	117,881,394	Acceptance receivables
Penyertaan saham	2o	60,469	60,469	Investments in shares
Dikurangi: Cadangan kerugian penurunan nilai	2g	(605)	(605)	Less: Allowance for impairment losses
		59,864	59,864	
Agunan yang diambil alih	2r,15	1,211,740,228	374,763,794	Foreclosed assets
Dikurangi: Cadangan kerugian penurunan nilai	2g,15	(157,720,295)	(87,125,562)	Less: Allowance for impairment losses
		1,054,019,933	287,638,232	
Aset pajak tangguhan - neto	2ab,23c	172,901,613	90,404,164	Deferred tax assets - net
Aset tetap	2p,14	595,089,067	568,733,066	Fixed assets
Dikurangi: Akumulasi penyusutan		(53,805,329)	(40,731,949)	Less: Accumulated depreciation
		541,283,738	528,001,117	
Aset takberwujud - bersih	2q,16	8,653,753	6,036,697	Intangible assets - net
Aset lain-lain	2d,2s,17	89,644,996	49,008,903	Other assets
JUMLAH ASET		30,172,315,337	28,825,608,648	TOTAL ASSETS

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to consolidated financial statements form an integral part of these consolidated financial statements.

**PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/ AND ITS SUBSIDIARY**

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2018 DAN 2017**

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION
31 DECEMBER 2018 AND 2017**

(Expressed in thousands of Rupiah, unless otherwise stated)

	<u>Catatan/ Notes</u>	<u>2018</u>	<u>2017</u>	
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS				LIABILITIES, TEMPORARY SYIRKAH FUND AND EQUITY
LIABILITAS				LIABILITIES
Liabilitas segera	2d,2t,18	4,393,198	4,494,773	Obligations due immediately
Simpanan nasabah	2d,2u,2af			Deposits from customers
- Pihak berelasi	19,41	182,765,776	167,375,949	Related parties -
- Pihak ketiga		<u>20,453,614,618</u>	<u>20,607,596,228</u>	Third parties -
		20,636,380,394	20,774,972,177	
Simpanan dari bank lain	2d,2u,20			Deposits from other banks
- Pihak ketiga		1,835,799,330	2,236,882,484	Third parties -
Efek-efek yang dijual dengan janji dibeli kembali	2d,2m,22	1,302,663,597	-	Securities sold under repurchase agreement
Utang akseptasi	2d,2n,12	161,198,275	77,660,147	Acceptance payables
Efek-efek yang diterbitkan	2d,2w,21	1,585,722,555	1,140,423,161	Securities issued
Utang pajak	2ab,23a			Taxes payable
- Pajak penghasilan badan		36,746,786	15,756,694	Corporate income tax -
- Pajak lainnya		<u>28,584,343</u>	<u>26,211,809</u>	Other taxes -
		65,331,129	41,968,503	
Liabilitas imbalan kerja karyawan	2ac,25	73,621,459	76,384,504	Employee benefits obligation
Akrual dan liabilitas lain-lain	2d,24	<u>143,460,303</u>	<u>131,189,531</u>	Accruals and other liabilities
JUMLAH LIABILITAS		<u>25,808,570,240</u>	<u>24,483,975,280</u>	TOTAL LIABILITIES
DANA SYIRKAH TEMPORER				TEMPORARY SYIRKAH FUND
Simpanan nasabah	2v,2af,26,41			Deposits from customers
- Pihak berelasi		27,576,662	2,707,932	Related parties -
- Pihak ketiga		<u>1,422,443,030</u>	<u>1,470,979,640</u>	Third parties -
		1,450,019,692	1,473,687,572	
Simpanan bank lain	2v,26			Deposits from other banks
- Pihak ketiga		<u>107,700,000</u>	<u>21,600,000</u>	Third parties -
JUMLAH DANA SYIRKAH TEMPORER		<u>1,557,719,692</u>	<u>1,495,287,572</u>	TOTAL TEMPORARY SYIRKAH FUND

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to consolidated financial statements form an integral part of these consolidated financial statements.

**PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/ AND ITS SUBSIDIARY**

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2018 DAN 2017**

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION
31 DECEMBER 2018 AND 2017**

(Expressed in thousands of Rupiah, unless otherwise stated)

	<u>Catatan/ Notes</u>	<u>2018</u>	<u>2017</u>	
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS (lanjutan)				LIABILITIES, TEMPORARY SYIRKAH FUND AND EQUITY (continued)
EKUITAS				EQUITY
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk				Equity attributable to equity holders of the parent entity
Modal saham - nilai nominal Rp 100 (dalam Rupiah penuh) per saham				Share capital - par value Rp 100 (full amount) per share
Modal dasar - 14.000.000.000 saham pada 31 Desember 2018 dan 2017				Authorised capital - 14,000,000,000 shares on 31 December 2018 and 2017
Modal ditempatkan dan disetor penuh - 8.671.048.162 saham pada tanggal 31 Desember 2018 dan 2017	27	867,104,816	867,104,816	Issued and fully paid capital - 8,671,048,162 shares as at 31 December 2018 and 2017
Tambahan modal disetor	28	211,681,207	211,681,207	Additional paid-in capital
(Kerugian)/keuntungan yang belum direalisasi atas perubahan nilai wajar efek-efek yang tersedia untuk dijual, setelah pajak	2d,2k	(58,234,544)	69,692,001	Unrealised (loss)/gain from available-for-sale marketable securities, net of tax
Surplus revaluasi aset tetap, setelah pajak		355,458,556	355,458,556	Gain on revaluation of fixed assets, net of tax
Saldo laba:				Retained earnings:
- Telah ditentukan penggunaannya	29	175,156,165	150,156,165	Appropriated -
- Belum ditentukan penggunaannya		<u>1,254,842,895</u>	<u>1,192,235,184</u>	Unappropriated -
		2,806,009,095	2,846,327,929	
Kepentingan nonpengendali	2c,44	<u>16,310</u>	<u>17,867</u>	Non-controlling interest
JUMLAH EKUITAS		<u>2,806,025,405</u>	<u>2,846,345,796</u>	TOTAL EQUITY
JUMLAH LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS		<u>30,172,315,337</u>	<u>28,825,608,648</u>	TOTAL LIABILITIES, TEMPORARY SYIRKAH FUND, AND EQUITY

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to consolidated financial statements form an integral part of these consolidated financial statements.

**PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/AND ITS SUBSIDIARY**

**LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN
KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR PADA
31 DESEMBER 2018 DAN 2017**

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS
OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED
31 DECEMBER 2018 AND 2017**

(Expressed in thousands of Rupiah, unless otherwise stated)

	<u>Catatan/ Notes</u>	<u>2018</u>	<u>2017</u>	
PENDAPATAN DAN BEBAN OPERASIONAL				INCOME AND EXPENSE FROM OPERATIONS
Pendapatan bunga dan syariah	2y,31	2,280,212,771	2,292,718,153	Interest and sharia income
Beban bunga dan syariah	2y,32	<u>(1,820,882,197)</u>	<u>(1,835,041,049)</u>	Interest and sharia expenses
Pendapatan bunga dan syariah - bersih		<u>459,330,574</u>	<u>457,677,104</u>	Interest and sharia income - net
PENDAPATAN DAN BEBAN OPERASIONAL LAINNYA				OTHER OPERATING INCOME AND EXPENSES
Pendapatan operasional lainnya				Other operating income
Pendapatan dari investasi reksa dana		93,385,564	85,349,886	Income from mutual funds
Keuntungan atas penjualan efek-efek yang diperdagangkan dan tersedia untuk dijual - neto	2d	118,978,200	256,695,631	Gains on sale of trading and available-for-sale securities - net
Provisi dan komisi selain dari pinjaman	2z	13,351,040	21,647,137	Fees and commissions from transactions other loans
Kerugian atas perubahan nilai wajar efek-efek yang diperdagangkan - neto	2d	(233,075)	(342,662)	Loss on changes in fair value of trading securities - net
Lain-lain	33	<u>51,814,768</u>	<u>53,246,120</u>	Others
Jumlah pendapatan operasional lainnya		<u>277,296,497</u>	<u>416,596,112</u>	Total other operating income
Beban operasional lainnya				Other operating expenses
Beban penyisihan kerugian penurunan nilai aset keuangan	2g,34	(247,373,477)	(303,942,154)	Provision for impairment losses on financial assets
Beban penyisihan kerugian penurunan nilai aset non-keuangan	2g,34	(81,400,646)	(60,381,047)	Provision for impairment losses on non-financial assets
Beban umum dan administrasi	2aa,35	(179,181,242)	(156,181,151)	General and administrative expenses
Beban tenaga kerja	2aa,36	(192,326,818)	(193,873,441)	Personnel expenses
Lain-lain	37	<u>(40,769,520)</u>	<u>(21,815,122)</u>	Others
Jumlah beban operasional lainnya		<u>(741,051,703)</u>	<u>(736,192,915)</u>	Total other operating expenses
(RUGI)/LABA OPERASIONAL		(4,424,632)	138,080,301	(LOSS)/INCOME FROM OPERATIONS
PENDAPATAN NON OPERASIONAL - NETO	38	<u>97,784,548</u>	<u>38,057,168</u>	NON-OPERATING INCOME - NET
LABA SEBELUM BEBAN PAJAK PENGHASILAN		93,359,916	176,137,469	INCOME BEFORE INCOME TAX EXPENSE
BEBAN PAJAK PENGHASILAN - NETO	2ab,23b	<u>(14,277,995)</u>	<u>(40,046,708)</u>	INCOME TAX EXPENSE - NET
LABA BERSIH TAHUN BERJALAN		<u>79,081,921</u>	<u>136,090,761</u>	NET INCOME FOR THE YEAR

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to consolidated financial statements form an integral part of these consolidated financial statements.

**PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/ AND ITS SUBSIDIARY**

**LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN
KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR PADA
31 DESEMBER 2018 DAN 2017**

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS
OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED
31 DECEMBER 2018 AND 2017**

(Expressed in thousands of Rupiah, unless otherwise stated)

	<u>Catatan/ Notes</u>	<u>2018</u>	<u>2017</u>	
PENGHASILAN KOMPREHENSIF LAIN:				OTHER COMPREHENSIVE INCOME:
Pos-pos yang akan direklasifikasi ke laba rugi				Items that would be reclassified to profit or loss
Perubahan nilai wajar efek-efek yang tersedia untuk dijual	2d,2k	(165,420,037)	111,997,279	Changes in fair value of available-for-sale marketable securities
Pajak tangguhan terkait (Rugi)/penghasilan komprehensif lain - neto setelah pajak	23c	<u>37,476,015</u>	<u>(27,999,320)</u>	Related income tax
		<u>(127,944,022)</u>	<u>83,997,959</u>	Other comprehensive (loss)/ income - net of tax
Pos yang tidak akan direklasifikasi ke laba rugi				Items that would never be reclassified to profit or loss
Pengukuran kembali atas liabilitas imbalan kerja	25	10,569,120	(1,773,309)	Remeasurements on employee benefit liabilities
Pajak tangguhan terkait	23c	<u>(2,042,917)</u>	<u>1,759,641</u>	Related income tax
		<u>8,526,203</u>	<u>(13,668)</u>	
(RUGI)/PENGHASILAN KOMPREHENSIF LAIN, SETELAH PAJAK PENGHASILAN		<u>(119,417,819)</u>	<u>83,984,293</u>	OTHER COMPREHENSIVE (LOSS)/ INCOME, NET OF INCOME TAX
JUMLAH (RUGI)/PENGHASILAN KOMPREHENSIF		<u>(40,335,898)</u>	<u>220,075,054</u>	TOTAL COMPREHENSIVE (LOSS)/INCOME
Laba bersih yang dapat diatribusikan kepada:				Net income attributable to:
Pemilik entitas induk		79,081,642	136,090,302	Equity holders of the parent entity
Kepentingan nonpengendali	2c,44	<u>279</u>	<u>459</u>	Non-controlling interest
		<u>79,081,921</u>	<u>136,090,761</u>	
(Rugi)/laba komprehensif yang dapat diatribusikan kepada:				Comprehensive (loss)/income attributable to:
Pemilik entitas induk		(40,334,062)	220,074,548	Equity holders of the parent entity
Kepentingan nonpengendali	2c	<u>(1,836)</u>	<u>506</u>	Non-controlling interest
		<u>(40,335,898)</u>	<u>220,075,054</u>	
LABA BERSIH PER SAHAM YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK				EARNINGS PER SHARE ATTRIBUTABLE TO ENTITY HOLDERS OF THE PARENT ENTITY
Dasar (Rupiah penuh)	2ad,39	9.12	15.69	Basic (whole Rupiah)
Dilusi (Rupiah penuh)	2ad,39	9.12	15.69	Diluted (whole Rupiah)

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to consolidated financial statements form an integral part of these consolidated financial statements.

**PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/AND ITS SUBSIDIARY**

**LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2018 DAN 2017**

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED
31 DECEMBER 2018 AND 2017**

(Expressed in thousands of Rupiah, unless otherwise stated)

Catatan/ Notes	Modal ditempatkan dan disetor penuh/ Issued and fully paid capital	Tambahkan modal disetor - bersih/ Additional paid-in capital - net	Keuntungan/ (kerugian) yang belum direalisasi dari surat-surat berharga yang tersedia untuk dijual - setelah pajak tangguhan/ Unrealised gain/(losses) on changes in fair value of available- for-sale marketable securities - net of deferred tax	Cadangan atas revaluasi aset tetap/ Fixed assets revaluation reserve	Saldo laba/ Retained earnings		Jumlah/ Total	Kepentingan non- pengendali/ Non- controlling interest	Jumlah ekuitas/ Total equity	
					Sudah ditentukan penggunaannya/ Appropriated	Belum ditentukan penggunaannya/ Unappropriated				
Saldo per 1 Januari 2018	867,104,816	211,681,207	69,692,001	355,458,556	150,156,165	1,192,235,184	2,846,327,929	17,867	2,846,345,796	Balance as at 1 January 2018
Penghasilan komprehensif lain:										<i>Other comprehensive income:</i>
Aset keuangan tersedia untuk dijual, setelah pajak	-	-	(127,926,545)	-	-	-	(127,926,545)	(1,970)	(127,928,515)	<i>Available-for-sale financial asset, net of tax</i>
Pengukuran kembali atas liabilitas imbalan kerja	25	-	-	-	-	8,526,069	8,526,069	134	8,526,203	<i>Remeasurements on employee benefit liabilities</i>
Pembentukan cadangan umum	30	-	-	-	25,000,000	(25,000,000)	-	-	-	<i>Appropriation for general reserve</i>
Laba tahun berjalan	-	-	-	-	-	79,081,642	79,081,642	279	79,081,921	<i>Profit for the year</i>
Saldo per 31 Desember 2018	<u>867,104,816</u>	<u>211,681,207</u>	<u>(58,234,544)</u>	<u>355,458,556</u>	<u>175,156,165</u>	<u>1,254,842,895</u>	<u>2,806,009,095</u>	<u>16,310</u>	<u>2,806,025,405</u>	Balance as at 31 December 2018

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to consolidated financial statements form an integral part of these consolidated financial statements.

**PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/AND ITS SUBSIDIARY**

**LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2018 DAN 2017**

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED
31 DECEMBER 2018 AND 2017**

(Expressed in thousands of Rupiah, unless otherwise stated)

Catatan/ Notes	Modal ditempatkan dan disetor penuh/ Issued and fully paid capital	Tambahan modal disetor - bersih/ Additional paid-in capital - net	Saham disetor dimuka/ Capital subscribed in advance	Keuntungan/ (kerugian) yang belum direalisasi dari surat-surat berharga yang tersedia untuk dijual - setelah pajak tangguhan/ Unrealised gain/(losses) on changes in fair value of available- for-sale marketable securities - net of deferred tax	Cadangan atas revaluasi aset tetap/ Fixed assets revaluation reserve	Saldo laba/ Retained earnings		Jumlah/ Total	Kepentingan non- pengendali/ Non- controlling interest	Jumlah ekuitas/ Total equity	
						Sudah ditentukan penggunaannya/ Appropriated	Belum ditentukan penggunaannya/ Unappropriated				
Saldo per 1 Januari 2017	789,065,382	21,945,031	267,775,610	(14,305,958)	355,458,556	116,000,000	1,090,314,715	2,626,253,336	17,361	2,626,270,697	Balance as at 1 January 2017
Penambahan saham baru dari Penerbitan Saham Tanpa Hak Memesan Efek Terlebih Dahulu pada tahun 2016	78,039,434	189,736,176	-	-	-	-	-	267,775,610	-	267,775,610	Additional of new shares from exercise of Additional Shares Without Preemptive Rights in 2016
Uang muka setoran modal	-	-	(267,775,610)	-	-	-	-	(267,775,610)	-	(267,775,610)	Capital subscribed in advance
Penghasilan komprehensif lain: Aset keuangan tersedia untuk dijual, setelah pajak	-	-	-	83,997,959	-	-	-	83,997,959	21	83,997,980	Other comprehensive income: Available-for-sale financial asset, net of tax
Pengukuran kembali atas liabilitas imbalan kerja	25	-	-	-	-	-	(13,668)	(13,668)	26	(13,642)	Remeasurements on employee benefit liabilities
Pembentukan cadangan umum	30	-	-	-	-	34,156,165	(34,156,165)	-	-	-	Appropriation for general reserve
Laba tahun berjalan	-	-	-	-	-	-	136,090,302	136,090,302	459	136,090,761	Profit for the year
Saldo per 31 Desember 2017	<u>867,104,816</u>	<u>211,681,207</u>	<u>-</u>	<u>69,692,001</u>	<u>355,458,556</u>	<u>150,156,165</u>	<u>1,192,235,184</u>	<u>2,846,327,929</u>	<u>17,867</u>	<u>2,846,345,796</u>	Balance as at 31 December 2017

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to consolidated financial statements form an integral part of these consolidated financial statements.

**PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/AND ITS SUBSIDIARY**

**LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2018 DAN 2017**

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
31 DECEMBER 2018 AND 2017**

(Expressed in thousands of Rupiah, unless otherwise stated)

	<u>Catatan/ Notes</u>	<u>2018</u>	<u>2017</u>	
ARUS KAS DARI AKTIVITAS OPERASI				CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan dari pendapatan bunga dan syariah dan komisi		2,276,205,957	2,253,681,277	Receipt from interest income and sharia and commission income
Pembayaran bunga dan syariah		(1,820,179,408)	(1,828,324,041)	Payment of interest and sharia expense
Penerimaan operasional lainnya		319,729,357	417,586,786	Receipt from other operating income
Penerimaan dari penjualan agunan yang diambil alih		79,396,349	215,663,445	Receipt from sale of foreclosed collaterals
Pembayaran beban umum dan administrasi		(141,048,534)	(136,851,994)	Payment of general and administrative expenses
Pembayaran beban tenaga kerja		(185,326,295)	(176,968,157)	Payment of personnel expenses
Pembayaran beban operasional lainnya		(52,717,478)	(20,582,822)	Payments of other operating expenses
(Pembayaran)/penerimaan dari pendapatan non-operasional lainnya		93,933,797	53,323,555	(Payment)/receipt from other non-operating income
Pembayaran pajak penghasilan		<u>(39,085,926)</u>	<u>(46,062,440)</u>	Payment of income tax
		530,907,819	731,465,609	
(Kenaikan)/penurunan dalam aset operasi:				(Increase)/decrease in operating assets:
Pinjaman yang diberikan		(745,418,823)	(1,689,287,118)	Loans
Efek-efek yang dibeli dengan janji dijual kembali		(1,000,011,192)	-	Securities purchased under resale agreements
Beban dibayar dimuka		202,498	(1,353,182)	Prepaid expenses
Aset yang diambil alih		(817,569,561)	181,892,788	Foreclosed assets
Aset lain-lain		(109,243,212)	(163,450,194)	Other assets
Kenaikan/(penurunan) dalam kewajiban operasi:				Increase/(decrease) on operating liabilities:
Liabilitas segera	18	(119,722)	1,121,845	Obligations due immediately
Simpanan nasabah		(138,645,934)	1,310,448,425	Deposits from customers
Simpanan dari bank lain		(431,030,526)	844,355,095	Deposits from other banks
Utang pajak lainnya	23a	2,372,535	(1,723,768)	Other tax payables
Efek-efek yang dijual dengan janji dibeli kembali		1,302,663,597	(101,621,102)	Securities sold under repurchase agreements
Liabilitas lain-lain		219,815	182,348	Other liabilities
Dana <i>syirkah</i> temporer	2v,26	<u>62,432,120</u>	<u>296,488,570</u>	Temporary <i>syirkah</i> funds
Arus kas bersih (digunakan untuk)/diperoleh dari aktivitas operasi		<u>(1,343,240,586)</u>	<u>1,408,519,316</u>	Cash flow (used in)/provided from operating activities
ARUS KAS DARI AKTIVITAS INVESTASI				NET CASH FLOWS FROM INVESTING ACTIVITIES
Hasil penjualan aset tetap	14	912,768	12,406,270	Proceeds from sale of fixed assets
Pembelian aset tetap	14	(28,228,305)	(9,385,322)	Purchase of fixed assets
Pembelian aset takberwujud	16	(5,453,317)	(3,347,874)	Purchase of intangible assets
Penjualan/(pembelian) efek-efek		<u>1,183,355,267</u>	<u>(495,250,234)</u>	Sale/(purchase) of marketable securities
Arus kas bersih diperoleh dari/(digunakan untuk) aktivitas investasi		<u>1,150,586,413</u>	<u>(495,577,160)</u>	Net cash flow provided from/(used in) investing activities

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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**PT BANK VICTORIA INTERNATIONAL TBK
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**LAPORAN ARUS KAS KONSOLIDASIAN
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(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
31 DECEMBER 2018 AND 2017**

(Expressed in thousands of Rupiah, unless otherwise stated)

	<u>Catatan/ Notes</u>	<u>2018</u>	<u>2017</u>		
ARUS KAS DARI AKTIVITAS PENDANAAN				CASH FLOWS FROM FINANCING ACTIVITIES	
Penambahan modal saham disetor dimuka		-	100,000,000	Proceeds from capital subscribed	
Penerbitan obligasi		650,000,000	350,000,000	Bonds issuance	
Pelunasan jatuh tempo obligasi		<u>(200,000,000)</u>	<u>(200,000,000)</u>	Bonds repayment	
Arus kas bersih diperoleh dari aktivitas pendanaan		<u>450,000,000</u>	<u>250,000,000</u>	Net cash flow provided from financing activities	
KENAIKAN BERSIH KAS DAN SETARA KAS		257,345,827	1,162,942,156	NET INCREASE OF CASH AND CASH EQUIVALENT	
KAS DAN SETARA KAS PADA AWAL TAHUN		<u>3,650,912,347</u>	<u>2,487,970,191</u>	CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	
KAS DAN SETARA KAS PADA AKHIR TAHUN		<u><u>3,908,258,174</u></u>	<u><u>3,650,912,347</u></u>	CASH AND CASH EQUIVALENTS AT END OF YEAR	
Kas dan setara kas terdiri dari:				Cash and cash equivalent consist of:	
Kas	4	57,675,937	72,142,423	Cash	
Giro pada Bank Indonesia	5	1,551,075,080	1,768,560,694	Current accounts with Bank Indonesia	
Giro pada Bank lain	6	91,961,736	75,230,962	Current accounts with other banks	
Penempatan dibawah 3 bulan	7b	<u>2,207,545,421</u>	<u>1,734,978,268</u>	Placements less than 3 months	
Jumlah kas dan setara kas		<u>3,908,258,174</u>	<u>3,650,912,347</u>	Total cash and cash equivalent	
REKONSILIASI LIABILITAS YANG TIMBUL DARI AKTIVITAS PENDANAAN				NET DEBT RECONCILIATION AFFECTED FROM FINANCING ACTIVITIES	
			Perubahan non-kas/ Non-cash activity		
	<u>2017</u>	<u>Arus kas/ Cash flow</u>	<u>2018</u>		
Efek-efek yang diterbitkan	1,140,423,161	450,000,000	(4,700,606)	1,585,722,555	Securities Issued

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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**CATATAN ATAS LAPORAN KEUANGAN
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**NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS**

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(Expressed in thousands of Rupiah, unless otherwise stated)

1. INFORMASI UMUM

a. Pendirian dan informasi umum

PT Bank Victoria International Tbk ("Bank") didirikan pada tanggal 28 Oktober 1992 berdasarkan Akta Notaris A. Partomuan Pohan, S.H., LL.M. No. 71 yang selanjutnya diadakan pembetulan dengan Akta No. 30 tanggal 8 Juni 1993 dari Notaris yang sama. Akta pendirian tersebut disahkan oleh Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. C2-4903.HT.01.01.TH 93 tanggal 19 Juni 1993 dan telah didaftarkan pada Kepaniteraan Pengadilan Negeri Jakarta Utara No.342/Leg/1993 tanggal 29 Juni 1993 serta telah diumumkan dalam Berita Negara Republik Indonesia No. 39, Tambahan No. 2602 tanggal 15 Mei 1998. Anggaran Dasar Bank telah beberapa kali mengalami perubahan, perubahan terakhir Anggaran Dasar dengan Akta No. 45 tanggal 26 Oktober 2018 yang dibuat dihadapan Fathiah Helmi, S.H., Notaris di Jakarta yang telah mendapat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-024249.AH.01.02. TH 2018 dan telah diterima dan dicatat dalam database Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0260632 tanggal 5 November 2018.

Sesuai dengan pasal 3 anggaran dasar Bank, ruang lingkup kegiatan Bank adalah menjalankan usaha sebagai bank umum sesuai dengan ketentuan dan perundang-undangan yang berlaku. Bank mulai beroperasi secara komersial pada tanggal 5 Oktober 1994 sesuai dengan izin usaha yang diberikan oleh Menteri Keuangan Republik Indonesia dalam Surat Keputusan No. 402/KMK.017/1994 tanggal 10 Agustus 1994.

Bank telah mendapatkan izin menjadi bank devisa pada tanggal 13 Desember 2016 sesuai dengan Surat Kepala Departemen Perizinan dan Informasi Perbankan - Otoritas Jasa Keuangan No. S-423/PB.12/2016 dan efektif beroperasi menjadi bank devisa pada tanggal 20 Februari 2017. Bank memperoleh izin usaha sebagai pedagang valuta asing dari Bank Indonesia berdasarkan Surat No. 029/126/UOPM tanggal 25 Maret 1997.

Kantor Pusat Bank berlokasi di Graha BIP Lantai 10, Jalan Gatot Subroto Kav. 23 Jakarta (sebelumnya Panin Tower - Senayan City Lantai 15, Jalan Asia Afrika Lot. 19, Jakarta). Bank memiliki kantor pusat, dengan kantor cabang utama, kantor cabang pembantu dan kantor kas sebagai berikut (tidak diaudit):

	2018	2017	
Kantor Pusat	1	1	Head Office
Kantor Cabang	12	9	Branches
Kantor Cabang Pembantu	65	68	Sub-Branches
Kantor Kas	14	27	Cash Offices

1. GENERAL INFORMATION

a. Establishment and general information

PT Bank Victoria International Tbk ("the Bank") was established on 28 October 1992 based on Notarial Deed No. 71 of A. Partomuan Pohan, S.H., LL.M., subsequently amended by Deed No. 30 dated 8 June 1993 from the same notary. The deed of establishment was approved by the Ministry of Justice of the Republic of Indonesia in its Decision Letter No. C2-4903.HT.01.01.TH 93 dated 19 June 1993 and was registered at the State Court Secretary in North Jakarta No. 342/Leg/1993 dated 29 June 1993 also was published in Supplement No. 2602 to the State Gazette of the Republic of Indonesia No. 39 dated 15 May 1998. The Bank's articles of association has been amended several times, and the latest was based on Notarial Deed No. 45 dated 26 October 2018 of Fathiah Helmi, S.H., a notary in Jakarta which has been approved by Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-024249.AH.01.02.TH 2018 and has been accepted and recorded in database of Legal Entities Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia in its Letter No. AHU-AH.01.03-0260632 dated 5 November 2018.

According to article 3 of the Bank's articles of association, the scope of Bank's activities is to engage in commercial banking activities in accordance with the existing regulations. The Bank commenced its commercial operations on 5 October 1994 based on the operating license from the Ministry of Finance of the Republic of Indonesia in its Decision Letter No.402/KMK.017/1994 dated 10 August 1994.

Bank was approved as a foreign exchange bank on 13 December 2016 in accordance with Head of Licensing and Banking Information Department Letter - Financial Services Authority ("OJK") and effectively commenced as a foreign exchange bank on 20 February 2017. The Bank obtained a license as money changer from Bank Indonesia based on Letter No. 029/126/UOPM dated 25 March 1997.

The Bank's Head Office is located at Graha BIP 10th Floor, Jalan Gatot Subroto Kav. 23 Jakarta (previously Panin Tower - Senayan City 15th Floor, Jalan Asia Afrika Lot.19, Jakarta). The Bank has operational head office and a number of branches, sub-branches and cash offices as follows (unaudited):

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1. INFORMASI UMUM (lanjutan)

b. Penawaran umum saham dan penerbitan obligasi Bank

Penawaran umum saham

Pada tanggal 4 Juni 1999, Bank memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal (Bapepam) melalui Surat No. S-835/PM/1999 untuk melakukan penawaran umum perdana kepada masyarakat sejumlah 250.000.000 saham dengan nilai nominal dan harga penawaran sebesar Rp 100 (dalam Rupiah penuh) per saham dan sejumlah 80.000.000 Waran Seri I. Pada tanggal 30 Juni 1999, saham tersebut telah dicatatkan pada Bursa Efek Jakarta.

Pada tanggal 14 Agustus 2000, Bank memperoleh pernyataan efektif dari Ketua Bapepam melalui Surat No. S-2044/PM/2000 untuk melakukan Penawaran Umum Terbatas (PUT) I kepada para pemegang saham dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu sejumlah 614.000.000 saham dengan nilai nominal sebesar Rp 100 (dalam Rupiah penuh) dan harga penawaran sebesar Rp 115 (dalam Rupiah penuh) per saham dan sejumlah 85.960.000 Waran Seri II. Pada tanggal 28 September 2000, saham tersebut telah dicatatkan pada Bursa Efek Jakarta. Dari PUT I ini, jumlah yang diambil oleh pemegang saham yang berhak sejumlah 100.000.000 saham.

Pada tanggal 21 Februari 2003, Bank memperoleh pernyataan efektif dari Ketua Bapepam melalui Surat No. S-36/PM/2003 untuk melakukan PUT II dengan Hak Memesan Efek Terlebih Dahulu sejumlah 705.243.360 saham dengan nilai nominal dan harga penawaran sebesar Rp 100 (dalam Rupiah penuh) per saham dan sejumlah 423.146.016 Waran Seri III.

Pada tanggal 20 Maret 2003, saham tersebut telah dicatatkan pada Bursa Efek Jakarta. Dari PUT II ini, jumlah yang diambil oleh pemegang saham yang berhak sejumlah 400.000.000 saham.

Pada tanggal 12 Juni 2006, Bank memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam dan LK) melalui Surat No. S-452/BL/2006 untuk melakukan PUT III sejumlah 670.363.760 saham dengan nilai nominal sebesar Rp 100 (dalam Rupiah penuh) dan harga penawaran sebesar Rp 115 (dalam Rupiah penuh) per saham dan sebanyak-banyaknya 469.277.676 Waran Seri IV. Pada tanggal 13 Juli 2006, saham tersebut telah dicatatkan pada Bursa Efek Jakarta. Dari PUT III ini, jumlah yang diambil oleh pemegang saham yang berhak sejumlah 670.363.760 saham.

1. GENERAL INFORMATION (continued)

b. Public offering of the Bank's shares and issuance of bonds

Public offering of shares

On 4 June 1999, the Bank obtained an effective notification from the Chairman of the Capital Market Supervisory Agency (Bapepam) through Letter No. S-835/PM/1999 to conduct an initial public offering of 250,000,000 shares with a par value and an offering price of Rp 100 (full amount) per share and 80,000,000 Series I Warrants. On 30 June 1999, the Bank's shares have been listed in Jakarta Stock Exchange.

On 14 August 2000, the Bank obtained an effective notification from the Chairman of Bapepam through Letter No. S-2044/PM/2000 to conduct Limited Public Offering (LPO) I to issue Preemptive Rights of 614,000,000 shares with a par value of Rp 100 (full amount) and an offering price of Rp 115 (full amount) per share and 85,960,000 Series II Warrants. On 28 September 2000, these shares had been listed in Jakarta Stock Exchange. From LPO I, the shares that were undertaken by the entitled shareholders was 100,000,000 shares.

On 21 February 2003, the Bank obtained an effective notification from the Chairman of Bapepam through Letter No. S-36/PM/2003 to conduct LPO II to issue Pre-emptive Rights of 705,243,360 shares with a par value and an offering price of Rp 100 (full amount) per share and 423,146,016 Series III Warrants.

On 20 March 2003, these shares had been listed in Jakarta Stock Exchange. From LPO II, the shares that were undertaken by the entitled shareholders was 400,000,000 shares.

On 12 June 2006, the Bank obtained an effective notification from the Chairman of Capital Market and Financial Institutions Supervisory Agency (Bapepam and LK) through Letter No. S-452/BL/2006 to conduct LPO III of 670,363,760 shares with a par value of Rp 100 (full amount) and an offering price of Rp 115 (full amount) per share and 469,277,676 Series IV Warrants. On 13 July 2006, these shares had been listed in Jakarta Stock Exchange. From LPO III, the shares that were undertaken by the entitled shareholders was 670,363,760 shares.

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b. Penawaran umum saham dan penerbitan obligasi Bank (lanjutan)

Penawaran umum saham (lanjutan)

Pada tanggal 26 Juni 2008, Bank memperoleh pernyataan efektif dari Ketua Bapepam dan LK melalui Surat No.S-4114/BL/2008 untuk melakukan PUT IV sejumlah 1.167.498.560 saham dengan nilai nominal dan harga penawaran sebesar Rp 100 (dalam Rupiah penuh) per saham dan sejumlah 630.449.220 Waran Seri V.

Pada tanggal 17 Juni 2011, Bank memperoleh pernyataan efektif dari Ketua Bapepam dan LK melalui Surat No.S-6737/BL/2011 untuk melakukan PUT V sejumlah 1.954.919.259 saham dengan nilai nominal dan harga penawaran sebesar Rp 100 (dalam Rupiah penuh) per saham dan sejumlah 1.448.939.990 Waran Seri VI.

Berikut adalah kronologis jumlah modal saham yang ditempatkan dan disetor penuh serta saham yang dicatatkan pada bursa efek di Indonesia sejak Penawaran Umum Perdana sampai dengan tanggal 31 Desember 2018:

1. GENERAL INFORMATION (continued)

b. Public offering of the Bank's shares and issuance of bonds (continued)

Public offering of shares (continued)

On 26 June 2008, the Bank obtained an effective notification from the Chairman of Bapepam and LK through Letter No.S-4114/BL/2008 to conduct LPO IV of 1,167,498,560 shares with a par value and an offering price of Rp 100 (full amount) per share and 630,449,220 Series V Warrants.

On 17 June 2011, the Bank obtained an effective notification from the Chairman of Bapepam and LK through Letter No. S-6737/BL/2011 to conduct LPO V of 1,954,919,259 shares with a par value and an offering price of Rp 100 (full amount) per share and 1,448,939,990 Series VI Warrants.

The chronological overview of total issued and fully paid capital and shares listed at stock exchange in Indonesia from Initial Public Offering up to 31 December 2018 is as follows:

	<u>Jumlah saham/ Number of shares</u>	
Saham yang berasal dari Penawaran Umum Perdana pada tahun 1999	250,000,000	Shares from Initial Public Offering in 1999
Saham yang berasal dari pendiri	250,000,000	Founders' shares
Saham yang berasal dari kapitalisasi saldo laba	34,000,000	Shares from capitalisation of retained earnings
Saham yang berasal dari Penawaran Umum Terbatas I dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2000	100,000,000	Shares from Limited Public Offering with Preemptive Rights (Rights Issue) I in 2000
Saham yang berasal dari Pelaksanaan Waran Seri I dan II pada tahun 2002	66,793,400	Shares from Exercise of Series I and II Warrants in 2002
Saham yang berasal dari Penawaran Umum Terbatas II dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2003	400,000,000	Shares from Limited Public Offering with Preemptive Rights (Rights Issue) II in 2003
Saham yang berasal dari Pelaksanaan Waran Seri III pada tahun 2004	193,799,960	Shares from Exercise of Series III Warrants in 2004
Saham yang berasal dari Pelaksanaan Waran Seri III pada tahun 2006	46,200,000	Shares from Exercise of Series III Warrants in 2006
Saham yang berasal dari Penawaran Umum Terbatas III dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2006	670,363,760	Shares from Limited Public Offering with Preemptive Rights (Rights Issue) III in 2006
Saham yang berasal dari Pelaksanaan Waran Seri IV pada tahun 2007	323,840,000	Shares from Exercise of Series IV Warrants in 2007
Saham yang berasal dari Penawaran Umum Terbatas IV dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2008	1,167,498,560	Shares from Limited Public Offering with Preemptive Rights (Rights Issue) IV in 2008
Saham yang berasal dari Pelaksanaan Waran Seri IV dan V pada tahun 2009	344,244,500	Shares from Exercise of Series IV and V Warrants in 2009
Saham yang berasal dari Pelaksanaan Waran Seri IV dan V pada tahun 2010	249,707,135	Shares from Exercise of Series IV and V Warrants in 2010

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b. Penawaran umum saham dan penerbitan obligasi Bank (lanjutan)

Penawaran umum saham (lanjutan)

	<u>Jumlah saham/ Number of shares</u>
Saham yang berasal dari Penawaran Umum Terbatas V dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2011	1,954,919,259
Saham yang berasal dari Penerbitan Saham Tanpa Hak Memesan Efek Terlebih Dahulu pada tahun 2011	414,580,000
Saham yang berasal dari Pelaksanaan Waran Seri IV dan V pada tahun 2011	81,724,314
Saham yang berasal dari Pelaksanaan Waran Seri V dan VI pada tahun 2012	56,673,554
Saham yang berasal dari Pelaksanaan Waran Seri V dan VI pada tahun 2013	25,923,831
Saham yang berasal dari Pelaksanaan Waran Seri VI pada tahun 2014	508,898,707
Saham yang berasal dari Pelaksanaan Waran Seri VI pada tahun 2015	300
Saham yang berasal dari Pelaksanaan Waran Seri VI pada tahun 2016	751,486,547
Saham yang berasal dari Penerbitan Saham Tanpa Hak Memesan Efek Terlebih Dahulu pada Tahun 2016	<u>780,394,335</u>
Jumlah modal saham yang ditempatkan dan disetor penuh	<u>8,671,048,162^{*)}</u>

^{*)} Jumlah modal saham yang ditempatkan dan disetor penuh termasuk 1% saham yang tidak diperdagangkan pada PT. Bursa Efek Indonesia (delisted) sesuai ketentuan Peraturan Pemerintah RI No 29 tahun 1999.

Penawaran umum obligasi

Pada tanggal 28 Desember 1999, Bank memperoleh pernyataan efektif dari Ketua Bapepam melalui Surat No. S-2683/PM/1999 untuk melakukan penawaran umum Obligasi Bank Victoria I Tahun 2000 sejumlah Rp 100.000.000. Pada tanggal 14 Maret 2000, Obligasi tersebut telah dicatatkan pada Bursa Efek Surabaya.

Pada tanggal 9 Maret 2007, Bank memperoleh pernyataan efektif dari Ketua Bapepam dan LK melalui Surat No. S-1080/BL/2007 untuk melakukan penawaran umum Obligasi Bank Victoria II Tahun 2007 dan Obligasi Subordinasi Bank Victoria I Tahun 2007 masing-masing sejumlah Rp 200.000.000. Pada tanggal 22 Maret 2007, Obligasi-obligasi tersebut telah dicatatkan pada Bursa Efek Indonesia.

Pada tanggal 19 Juni 2012, Bank memperoleh pernyataan efektif dari Ketua Bapepam dan LK melalui Surat No. S-7574/BL/2012 untuk melakukan penawaran umum Obligasi Bank Victoria III Tahun 2012 dan Obligasi Subordinasi Bank Victoria II Tahun 2012 masing-masing sejumlah Rp 200.000.000 dan Rp 300.000.000. Pada tanggal 28 Juni 2012, Obligasi-obligasi tersebut telah dicatatkan pada Bursa Efek Indonesia.

1. GENERAL INFORMATION (continued)

b. Public offering of the Bank's shares and issuance of bonds (continued)

Public offering of shares (continued)

Shares from Limited Public Offering with Preemptive Rights (Rights Issue) V in 2011
Shares from Issuance of Shares without Preemptive Rights in 2011
Series IV and V Warrants in 2011
Series V and VI Warrants in 2012
Series V and VI Warrants in 2013
Series VI Warrants in 2014
Series VI Warrants in 2015
Series VI Warrants in 2016
Additional Shares Without Preemptive Rights in 2016

Total issued and fully paid capital

^{*)} Number of shares issued and fully paid includes 1% of delisted shares in the stock exchange in accordance with Government Regulation No. 29 Year 1999.

Public offering of bonds

On 28 December 1999, the Bank obtained an effective notification from the Chairman of Bapepam through Letter No. S-2683/PM/1999 for the public offering of Bank Victoria Bonds I Year 2000 amounting to Rp 100,000,000. On 14 March 2000, the Bonds had been listed in Surabaya Stock Exchange.

On 9 March 2007, the Bank obtained an effective notification from the Chairman of Bapepam and LK through Letter No. S-1080/BL/2007 for the public offering of Bank Victoria Bonds II Year 2007 and Bank Victoria Subordinated Bonds I Year 2007, each amounting to Rp 200,000,000. On 22 March 2007, the Bonds had been listed in Indonesian Stock Exchange.

On 19 June 2012, the Bank obtained an effective notification from the Chairman of Bapepam and LK through Letter No. S-7574/BL/2012 for the public offering of Bank Victoria Bonds III Year 2012 and Bank Victoria Subordinated Bonds II Year 2012, amounting to Rp 200,000,000 and Rp 300,000,000, respectively. On 28 June 2012, the Bonds had been listed in Indonesian Stock Exchange.

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b. Penawaran umum saham dan penerbitan obligasi Bank (lanjutan)

Penawaran umum obligasi (lanjutan)

Pada tanggal 21 Juni 2017, Bank memperoleh pernyataan efektif dari Dewan Komisiner Otoritas Jasa Keuangan ("OJK") melalui Surat No. S-340/D.04/2017 untuk melakukan penawaran umum Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 masing-masing sejumlah Rp 300.000.000 dan Rp 50.000.000. Pada tanggal 12 Juli 2017, Obligasi-obligasi tersebut telah dicatatkan pada Bursa Efek Indonesia.

Pada tanggal 5 Juni 2018 Bank melakukan Penawaran Umum Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018. Obligasi Berkelanjutan yang ditawarkan terdiri dari 2 (dua) seri Obligasi, yaitu Seri A sejumlah Rp 100.000.000 dan Seri B sejumlah Rp 200.000.000, sedangkan Obligasi Subordinasi sebesar Rp 350.000.000 (lihat Catatan 22).

c. Entitas anak

Bank merupakan pemegang saham pengendali dan memiliki pengaruh signifikan atas Entitas Anak sebagai berikut:

Entitas anak/ Subsidiary	Jenis usaha/ Nature of business	Persentase kepemilikan/ Percentage of ownership	Tahun operasi komersial/ Start of commercial operations	Jumlah aset/ Total assets	
				2018	2017
PT Bank Victoria Syariah	Sharia banking	99,99%	1966	2,126,018,825	2,003,113,722

Berdasarkan Akta Notaris Veronika Lily Dharma, S.H. No. 15 tanggal 7 September 2007, Notaris di Jakarta, Bank mengakuisisi 99,80% saham PT Bank Swaguna ("Entitas Anak"). Pada tanggal 13 Desember 2007, Bank melakukan penambahan modal di Entitas Anak sehingga kepemilikan Bank menjadi 99,98% sesuai dengan Akta Notaris Veronika Lily Dharma, S.H. No. 26 tanggal 13 Desember 2007.

Pada tanggal 30 Juni 2016, Bank melakukan penambahan modal pada Entitas Anak sebesar Rp 50.000.000.000 (dalam Rupiah penuh) sehingga kepemilikan Bank menjadi 99,99% dan telah mendapatkan persetujuan OJK berdasarkan Surat No. S-151/PB.33/2016 tanggal 15 Agustus 2016.

1. GENERAL INFORMATION (continued)

b. Public offering of the Bank's shares and issuance of bonds (continued)

Public offering of bonds (continued)

On 21 June 2017, the Bank obtained the notice of effectivity from Financial Services Authority Board of Commissioner through Letter No. S-340/D.04/2017 for the public offering of Self Registration Bonds I Bank Victoria Phase I year 2017 and Subordinated Bonds I Bank Victoria Phase I Year 2017 in amount of Rp 300,000,000 and Rp 50,000,000, respectively. On 12 July 2017, these bonds were listed on the Indonesia Stock Exchange.

On 5 June 2018, Bank continues the public offering of Self Registration Bonds I Bank Victoria Phase II Year 2018 and Subordinated Bonds I Bank Victoria Phase II Year 2018. The Self Registration Bonds offered comprise of 2 (two) series, Series A amounted to Rp 100,000,000 and Series B amounted to Rp 200,000,000, while the Subordinated Bonds offered amounted to Rp 350,000,000 (refer to Note 22).

c. Subsidiary

The Bank is the controlling stockholder and has a significant control over the Subsidiary as follows:

Based on Notarial Deed No. 15 dated 7 September 2007 of Veronika Lily Dharma, S.H., a Notary in Jakarta, the Bank acquired 99.80% shareholding of PT Bank Swaguna ("Subsidiary"). On 13 December 2007, the Bank had an additional capital in the Subsidiary which increased the Bank's ownership to 99.98% based on Notarial Deed No. 26 of Veronika Lily Dharma, S.H. dated 13 December 2007.

On 30 June 2016, the Bank put additional capital of Rp 50,000,000,000 (full amount) into Subsidiary, which increase the Bank's ownership to 99.99% and obtained the approval from OJK based on Letter No. S-151/PB.33/2016 dated 15 August 2016.

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1. INFORMASI UMUM (lanjutan)

c. Entitas anak (lanjutan)

Pada tanggal 30 Maret 2017 dan 18 Desember 2017, setelah mendapatkan persetujuan OJK berdasarkan Surat No. S-33/PB.33/2017 tanggal 30 Maret 2017 dan No. S-170/PB.33/2017 tanggal 18 Desember 2017, Bank melakukan penambahan modal pada Entitas Anak sebesar Rp 60.000.000.000 dan Rp 40.000.000.000 (dalam Rupiah penuh) sehingga kepemilikan Bank menjadi 99,99%.

Entitas Anak telah mengalami perubahan nama menjadi PT Bank Victoria Syariah sesuai dengan Akta No. 5 tanggal 6 Agustus 2009 dan Akta No. 24 tanggal 27 November 2009 dari Notaris Erni Rohaini, S.H., M.B.A., Notaris di Jakarta. Akta tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-02731.AH.01.02. Tahun 2010 tanggal 19 Januari 2010. Perubahan kegiatan usaha bank umum konvensional menjadi bank umum syariah telah mendapatkan izin dari Bank Indonesia berdasarkan Keputusan Gubernur Bank Indonesia No. 12/8/KEP.GBI/DPG/2010 tertanggal 10 Februari 2010. Selanjutnya, Entitas Anak beroperasi dengan prinsip Syariah mulai tanggal 1 April 2010.

d. Dewan Komisaris dan Direksi, Komite dan Karyawan

Susunan Dewan Komisaris dan Direksi Bank pada tanggal 31 Desember 2018 dan 2017 adalah sebagai berikut:

	2018
Dewan Komisaris	
Komisaris Utama	Oliver Simorangkir
Komisaris/Komisaris	
Independen	Gunawan Tenggahardja
Komisaris/Komisaris	
Independen	Zaenal Abidin
Komisaris	-
Direksi	
Direktur Utama	Ahmad Fajar ¹⁾
Wakil Direktur Utama	Rusli
Direktur	Ramon Marlon Runtu
Direktur	Lembing ¹⁾
Direktur	Debora Wahjutirto Tanoyo ²⁾
Direktur Kepatuhan dan	
Manajemen Risiko	Tamunan

1) Telah mendapatkan persetujuan OJK, efektif pada tanggal 30 Oktober 2018

2) Telah mendapatkan persetujuan OJK, efektif pada tanggal 22 November 2018

3) Pengunduran diri telah mendapatkan persetujuan OJK, efektif pada tanggal 18 Mei 2018

1. GENERAL INFORMATION (continued)

c. Subsidiary (continued)

On 30 March 2017 and 18 December 2017, after obtaining approval from OJK based on Letter No. S-33/PB.33/2017 dated 30 March 2017 and No. S-170/PB.33/2017 dated 18 December 2017, the Bank put additional capital of Rp 60,000,000,000 and Rp 40,000,000,000 (full amount) into Subsidiary, which increase the Bank's ownership to 99.99%.

The Subsidiary changed its name to PT Bank Victoria Syariah based on Deed No. 5 dated 6 August 2009 and No. 24 dated 27 November 2009 of Erni Rohaini, S.H., M.B.A., a Notary in Jakarta. The notarial deed was approved by the Ministry of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-02731.AH.01.02 Year 2010 dated 19 January 2010. The changes of subsidiary's business from conventional banking to sharia banking was approved by Bank Indonesia based on the Decision of the Governor of Bank Indonesia No. 12/8/KEP.GBI/DPG/2010 dated 10 February 2010. The Subsidiary started its operations as a Sharia Bank on 1 April 2010.

d. Boards of Commissioners and Directors, Committee and Employees

The composition of the Bank's Boards of Commissioners and Directors as of 31 December 2018 and 2017 are as follows:

	2017	
		Board of Commissioners
Oliver Simorangkir	Oliver Simorangkir	President Commissioner
Gunawan Tenggahardja	Gunawan Tenggahardja	Commissioner/Independent Commissioner
Zaenal Abidin	Zaenal Abidin	Commissioner/Independent Commissioner
Debora Wahjutirto Tanoyo	Debora Wahjutirto Tanoyo	Commissioner
		Board of Directors
	Daniel Budirahayu ³⁾	President Director
	Rusli	Vice President Director
	Ramon Marlon Runtu	Director
	Rita Gosal ³⁾	Director
	-	Director
	Tamunan	Risk Management and Compliance Director

1) Approved by OJK, effective as at 30 October 2018

2) Approved by OJK, effective as at 22 November 2018

3) Resignation has been approved by OJK, effective as at 18 May 2018

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d. Dewan Komisaris dan Direksi, Komite dan Karyawan (lanjutan)

Susunan Dewan Komisaris dan Direksi pada tanggal 31 Desember 2018 tersebut di atas telah diterima dan dicatat di dalam database Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat No. AHU-AH.01.03-0271810 tanggal 6 Desember 2018.

Susunan Komite Audit pada tanggal 31 Desember 2018 dan 2017 adalah sebagai berikut:

	2018
Ketua	Gunawan Tenggarahardja
Anggota	-
Anggota	Teguh Sukaryanto
	Retno Dwijanti
Anggota	Widaningsih

Pembentukan Komite Audit Bank telah sesuai dengan Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 23 Desember 2015 dan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tanggal 7 Desember 2016.

Pembentukan Komite Audit Bank telah sesuai dengan Peraturan Bank Indonesia (PBI) No. 8/4/PBI/2006 tanggal 30 Januari 2006 dan No. 8/14/PBI/2006 tanggal 5 Oktober 2006 serta Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) No. IX.1.5 tanggal 24 September 2014 lampiran Keputusan Ketua Bapepam & LK No. Kep-643/BL/2012 tanggal 7 Desember 2012.

Susunan Komite Pemantau Risiko pada tanggal 31 Desember 2018 dan 2017 adalah sebagai berikut:

	2018
Ketua	Zaenal Abidin
Anggota	Oliver Simorangkir
Anggota	Teguh Sukaryanto
	Retno Dwijanti
Anggota	Widaningsih

Susunan Komite Nominasi dan Remunerasi pada tanggal 31 Desember 2018 dan 2017 adalah sebagai berikut:

	2018
Ketua	Gunawan Tenggarahardja
Anggota	Oliver Simorangkir
Anggota	Syahda Chandra

1. GENERAL INFORMATION (continued)

d. Boards of Commissioners and Directors, Committee and Employees (continued)

The composition of the Boards of Commissioners and Directors as at 31 December 2018 had been accepted and recorded in the database of Legal Entities Administration System of the Ministry of Laws and Human Rights of the Republic of Indonesia in its Letter No. AHU-AH.01.03-0271810 dated 6 December 2018.

The composition of the Audit Committee as at 31 December 2018 and 2017 are as follows:

2017	
Gunawan Tenggarahardja	Chairman
Oliver Simorangkir	Member
Tonny Setiady	Member
Retno Dwijanti	
Widaningsih	Member

Establishment of the Bank's Audit Committee is in compliance with Financial Service Authority regulation No. 55/POJK.04/2015 dated 23 December 2015 and Financial Service Authority regulation No. 55/POJK.03/2016 dated 7 December 2016.

Establishment of the Bank's Audit Committee is in compliance with the requirements of Bank Indonesia Regulation (PBI) No. 8/4/PBI/2006 dated 30 January 2006 and No. 8/14/PBI/2006 dated 5 October 2006 also the Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) regulation No. IX.1.5 dated 24 September 2014 which attachment the Decree of Bapepam & LK No. Kep-643/BL/2012 dated 7 December 2012.

The composition of the Risk Monitoring Committee as of 31 December 2018 and 2017 are as follows:

2017	
Zaenal Abidin	Chairman
Oliver Simorangkir	Member
Tonny Setiadi	Member
Retno Dwijanti	
Widaningsih	Member

The composition of the Nomination and Remuneration Committee as of 31 December 2018 and 2017 are as follows:

2017	
Gunawan	
Tenggarahardja	<i>Chairman</i>
Debora Wahjurtito Tanoyo	<i>Member</i>
Syahda Chandra	<i>Member</i>

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d. Dewan Komisaris dan Direksi, Komite dan Karyawan (lanjutan)

Sekretaris Perusahaan dan Kepala Internal Audit pada tanggal 31 Desember 2018 dan 2017 adalah sebagai berikut:

2018	2017
Sekretaris Perusahaan Kepala Internal Audit	Ruly Dwi Rahayu Ridwan Moezwir

Pada tanggal 31 Desember 2018 dan 2017, Bank memiliki karyawan masing-masing sejumlah 1.044 dan 1.327 karyawan (tidak diaudit).

e. Pemegang saham akhir

Pemegang saham akhir Bank Victoria International pada tanggal 31 Desember 2018 dan 2017 adalah Suzanna Tanojo.

2. KEBIJAKAN AKUNTANSI

Laporan keuangan konsolidasian PT Bank Victoria International Tbk dan Entitas Anak ("Grup") telah diotorisasi oleh Direksi pada tanggal 20 Maret 2019.

Kebijakan akuntansi utama yang diterapkan dalam penyusunan laporan keuangan konsolidasian adalah seperti dijabarkan di bawah ini:

a. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian pada tanggal 31 Desember 2018 dan 2017 disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia yang dikeluarkan oleh Ikatan Akuntan Indonesia.

Laporan keuangan konsolidasian juga disusun sesuai dengan Keputusan Ketua Bapepam-LK (sekarang Otoritas Jasa Keuangan atau OJK) No. KEP-347/BL/2012 tanggal 25 Juni 2012 yang merupakan perubahan terakhir atas Keputusan Ketua Bapepam-LK No. KEP 554/BL/2010 tanggal 30 Desember 2010 dan Keputusan Ketua Bapepam-LK No. KEP-06/PM/2000 tanggal 13 Maret 2000 yaitu Peraturan No. VIII.G.7 tentang "Pedoman Penyajian Laporan Keuangan" serta Surat Edaran Ketua Bapepam-LK No. SE-02/BL/2008 tentang "Pedoman Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik Industri Pertambangan Umum, Minyak dan Gas Bumi, dan Perbankan" tanggal 31 Januari 2008.

1. GENERAL INFORMATION (continued)

d. Boards of Commissioners and Directors, Committee and Employees (continued)

The Corporate Secretary and Internal Audit Head as at 31 December 2018 and 2017 are as follows:

2018	2017
Ruly Dwi Rahayu Teguh Sukaryanto	Corporate Secretary Internal Audit Head

As at 31 December 2018 and 2017, Bank have 1,044 and 1,327 employees, respectively (unaudited).

e. Ultimate shareholders

The ultimate shareholder of Bank Victoria International as of 31 December 2018 and 2017 is Suzanna Tanojo.

2. ACCOUNTING POLICIES

The consolidated financial statements of PT Bank Victoria International Tbk and its subsidiary ("the Group") were authorised by the Board of Directors on 20 March 2019.

The principal accounting policies adopted in preparing the consolidated financial statements are set out below:

a. Basis of preparation of the consolidated financial statements

The consolidated financial statements as at 31 December 2018 and 2017 were prepared in accordance with Indonesian Financial Accounting Standards issued by the Indonesian Institute of Accountants.

The consolidated financial statements have also been prepared in accordance with the Decree of Bapepam-LK (now Financial Services Authority or OJK) No. KEP-347/BL/2012 dated 25 June 2012 which is the latest change of the Decree of the Bapepam-LK No. KEP 554/BL/2010 dated 30 December 2010 and the Decree of the Bapepam-LK No. KEP-06/PM/2000 dated 13 March 2000 on Regulation No. VIII.G.7 regarding "Financial Statements Presentation Guidelines" and Circular Letter of Chairman of the Bapepam-LK No. SE-02/BL/2008 regarding "Guidelines for Financial Statements Preparation and Presentation of Public Company in General Mining, Oil and Gas Industry and Banking Industry" dated 31 January 2008.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

a. Dasar penyusunan laporan keuangan konsolidasian (lanjutan)

Laporan keuangan konsolidasian disusun berdasarkan harga perolehan kecuali untuk aset keuangan yang diklasifikasikan dalam kelompok tersedia untuk dijual, aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi. Laporan keuangan konsolidasian disusun berdasarkan akuntansi berbasis akrual, kecuali untuk laporan arus kas konsolidasian.

Laporan keuangan konsolidasian untuk Entitas Anak yang bergerak di bidang Syariah, disusun berdasarkan PSAK (Pernyataan Standar Akuntansi Keuangan) 101 (Revisi 2014) "Penyajian Laporan Keuangan Syariah", PSAK 102 (Revisi 2013) "Akuntansi Murabahah", PSAK 105, "Akuntansi Mudharabah", PSAK 106, "Akuntansi Musyarakah", PSAK 107, "Akuntansi Ijarah", PSAK 110 (Revisi 2015) "Akuntansi Sukuk", Pedoman Akuntansi Perbankan Syariah Indonesia ("PAPSI"), dan Standar Akuntansi Keuangan di Indonesia, termasuk pedoman akuntansi dan pelaporan yang ditetapkan oleh Otoritas Jasa Keuangan (OJK) (efektif 1 Januari 2013, OJK telah mengambil alih fungsi dari Bank Indonesia ("BI") dan Bapepam-LK).

Seluruh angka dalam laporan keuangan konsolidasian ini, kecuali dinyatakan secara khusus, dibulatkan menjadi dan disajikan dalam ribuan Rupiah yang terdekat.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan. Untuk tujuan laporan arus kas konsolidasian, kas dan setara kas mencakup kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, dan Sertifikat Bank Indonesia yang jatuh tempo dalam 3 (tiga) bulan atau kurang sejak tanggal perolehan yang tidak dijaminkan atau dibatasi penggunaannya.

Penyusunan laporan keuangan konsolidasian sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan penggunaan estimasi dan asumsi. Hal tersebut juga mengharuskan manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Bank. Area yang kompleks atau memerlukan tingkat pertimbangan yang lebih tinggi atau area di mana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan konsolidasian diungkapkan di Catatan 3.

2. ACCOUNTING POLICIES (continued)

a. Basis of preparation of the consolidated financial statements (continued)

The consolidated financial statements have been prepared under the historical cost convention, except for financial assets classified as available-for-sale, financial assets and liabilities held at fair value through profit and loss. The consolidated financial statements are prepared under the accrual basis of accounting, except for the consolidated statement of cash flows.

The consolidated financial statements of a Subsidiary company engaged in sharia banking are prepared under the SFAS (Statement of Financial Accounting Standard) 101 (Revised 2014) "Presentation of Sharia Financial Statement", SFAS 102 (Revised 2013) "Murabahah Accounting", SFAS 105, "Mudharabah Accounting", SFAS 106, "Musyarakah Accounting", SFAS 107, "Ijarah Accounting", SFAS 110 (Revised 2015) "Sukuk Accounting", Accounting Guidelines for Indonesian Sharia Banking ("PAPSI"), and Indonesian Financial Accounting Standards, including accounting and reporting guidance issued by Financial Service Authority (OJK) (effective on 1 January 2013, OJK has taken over the function of BI and Bapepam-LK).

All figures in the consolidated financial statements are rounded to and stated in thousands of Rupiah, unless otherwise stated.

The consolidated statement of cash flows were prepared based on the direct method with cash flows classified into cash flows from operating, investing and financing activities. For the purpose of the consolidated statement of cash flows, cash and cash equivalents include cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks, and Certificates of Bank Indonesia maturing within 3 (three) months or less from the date of acquisition and are not pledged or restricted.

The preparation of consolidated financial statements in accordance with Indonesian Financial Accounting Standards requires the use of estimates and assumptions. It also requires management to make judgments in the process of implementing the Bank's accounting policies. The area that is complex or requires a higher level of consideration or areas where assumptions and estimates could have a significant impact on the consolidated financial statements are disclosed in Note 3.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

b. Perubahan kebijakan akuntansi yang signifikan

Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK-IAI) telah menerbitkan standar baru, amandemen dan interpretasi berikut, yang berlaku efektif pada atau setelah tanggal 1 Januari 2018.

- Amandemen PSAK 2 "Laporan Arus Kas tentang Prakarsa Pengungkapan";
- Amandemen PSAK 16 "Aset Tetap";
- Amandemen PSAK 46 "Pajak Penghasilan tentang Pengakuan Aset Pajak Tangguhan untuk Rugi yang Belum Direalisasi";
- Amandemen PSAK 53 "Pembayaran Berbasis Saham tentang Klasifikasi dan Pengukuran Transaksi Pembayaran Berbasis Saham".

Amandemen atas standar dan interpretasi tersebut diatas tidak memiliki dampak yang signifikan terhadap jumlah yang dilaporkan dalam laporan keuangan konsolidasian pada tahun berjalan atau tahun sebelumnya.

c. Prinsip konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Bank beserta seluruh Entitas Anak yang berada dibawah pengendalian Bank. Entitas Anak adalah seluruh entitas (termasuk entitas terstruktur) dimana Bank memiliki pengendalian. Bank mengendalikan entitas lain ketika Bank terekspos atas, atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan Entitas Anak dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas Entitas Anak.

Laporan keuangan dari Entitas Anak dimasukkan ke dalam laporan keuangan konsolidasian sejak tanggal pengendalian dimulai sampai dengan tanggal pengendalian berakhir.

Dampak signifikan dari seluruh transaksi dan saldo antara perusahaan-perusahaan yang dikonsolidasikan telah dieliminasi dalam penyajian laporan keuangan konsolidasian, sehingga laporan keuangan konsolidasian hanya mencakup transaksi dan saldo dengan pihak lain.

Kebijakan akuntansi penting yang dipakai dalam penyajian laporan keuangan konsolidasian telah diterapkan secara konsisten oleh Grup, kecuali dinyatakan secara khusus.

Kepentingan nonpengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian dan dinyatakan sebesar proporsi pemegang saham nonpengendali atas laba tahun berjalan dan ekuitas entitas anak tersebut berdasarkan persentase kepemilikan pemegang saham nonpengendali pada Entitas Anak tersebut.

2. ACCOUNTING POLICIES (continued)

b. Change in significant accounting policies

Financial Accounting Standard Board of Indonesian Institute of Accountant (DSAK-IAI) has issued the following new standards, amendments and interpretations which are effective on or after 1 January 2018.

- *The amendments to SFAS 2 "Statement of Cash Flows about Disclosure Initiative";*
- *The amendments to SFAS 16 "Property, Plant, and Equipment";*
- *The amendments to SFAS 46 "Income Tax about Deferred Tax Assets Recognition for Unrealised Loss";*
- *The amendments to SFAS 53 "Share-based Payments about Classification and Measurement of Share-based Payment Transactions".*

The above amendments of standards and interpretations had no significant impact on the amounts reported in consolidated financial statement for current or prior financial years.

c. Basis of consolidation

The consolidated financial statements include the financial statements of the Bank and all its Subsidiaries that are controlled by the Bank. Subsidiaries are all entities (including structured entities) over which the Bank has control. The Bank controls an entity when the Bank is exposed to, or has rights to, variable returns from its involvement with the Subsidiary and has the ability to affect those returns through its power over the Subsidiary.

The financial statements of Subsidiary are included in the consolidated financial statements from the date on which control commences until the date when control ceases.

The significant effects of all transactions and balances between the consolidated companies have been eliminated in preparing the consolidated financial statements, accordingly, the consolidated financial statements include only transactions and balances with other parties.

The significant accounting policies adopted in preparing the consolidated financial statements have been consistently applied by Group, unless otherwise stated.

Non-controlling interest is presented as part of equity in the consolidated statements of financial position and represents the non-controlling shareholders' proportionate share in the net income for the year and equity of the Subsidiary based on the percentage of ownership of the non-controlling shareholders in the Subsidiary.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

c. Prinsip konsolidasi (lanjutan)

Dalam hal pengendalian terhadap Entitas Anak dimulai atau diakhiri dalam suatu tahun berjalan, maka hasil usaha Entitas Anak yang diperhitungkan ke dalam laporan keuangan konsolidasian hanya sebatas hasil pada saat pengendalian tersebut mulai diperoleh atau hingga saat pengendalian itu berakhir.

d. Aset dan liabilitas keuangan

(i) Aset keuangan

Bank mengklasifikasikan aset keuangannya dalam kategori (A) aset keuangan yang diukur pada nilai wajar melalui laba rugi, (B) pinjaman yang diberikan dan piutang, (C) aset keuangan dimiliki hingga jatuh tempo, dan (D) aset keuangan tersedia untuk dijual. Klasifikasi ini tergantung dari tujuan perolehan aset keuangan tersebut. Manajemen menentukan klasifikasi aset keuangan tersebut pada saat awal pengakuannya.

(A) Aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi

Kategori ini terdiri dari dua sub-kategori: aset keuangan yang diklasifikasikan dalam kelompok diperdagangkan dan aset keuangan yang pada saat pengakuan awal telah ditetapkan oleh Bank untuk diukur pada nilai wajar melalui laporan laba rugi.

Aset keuangan diklasifikasikan dalam kelompok diperdagangkan jika diperoleh atau dimiliki terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat atau jika merupakan bagian dari portofolio instrumen keuangan tertentu yang dikelola bersama dan terdapat bukti mengenai pola ambil untung dalam jangka pendek (*short term profit taking*) yang terkini.

Instrumen keuangan yang dikelompokkan ke dalam kategori ini diakui pada nilai wajarnya pada saat pengakuan awal; biaya transaksi diakui secara langsung sebagai laba/rugi. Keuntungan dan kerugian yang timbul dari perubahan nilai wajar dan penjualan instrumen keuangan diakui sebagai laba/rugi dan dicatat masing-masing sebagai "Keuntungan/(kerugian) dari perubahan nilai wajar instrumen keuangan" dan "Keuntungan/(kerugian) dari penjualan instrumen keuangan". Pendapatan bunga dari instrumen keuangan dalam kelompok diperdagangkan dicatat sebagai "Pendapatan bunga".

2. ACCOUNTING POLICIES (continued)

c. Basis of consolidation (continued)

Where Subsidiary either began or ceased to be controlled during the year, the results of operations of those Subsidiaries are included in the consolidated financial statements only from the date that the control has commenced or up to the date that the control has ceased.

d. Financial assets and liabilities

(i) Financial assets

Bank classifies its financial assets in the following categories of (A) financial assets at fair value through profit and loss, (B) loans and receivables, (C) held-to-maturity financial assets, and (D) available-for-sale financial assets. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

(A) Financial assets at fair value through profit or loss

This category comprises two sub-categories: financial assets classified as held for trading and financial assets designated by Bank as at fair value through profit or loss upon initial recognition.

A financial asset is classified as held for trading if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term or if it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short term profit taking.

Financial instruments included in this category are recognised initially at fair value; transaction costs are recognised directly as profit/loss. Gains and losses arising from changes in fair value and sales of these financial instruments are recognised directly as profit/loss and are reported respectively as "Gains/(losses) from changes in fair value of financial instruments" and "Gains/(losses) from sale of financial instruments". Interest income on financial instruments held for trading are recorded as "Interest income".

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d. Aset dan liabilitas keuangan (lanjutan)

(i) Aset keuangan (lanjutan)

(B) Pinjaman yang diberikan dan piutang

Pinjaman yang diberikan dan piutang adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan dan tidak mempunyai kuotasi di pasar aktif, kecuali:

- a) yang dimaksudkan oleh Bank untuk dijual dalam waktu dekat, yang diklasifikasikan dalam kelompok diperdagangkan, serta yang pada saat pengakuan awal ditetapkan sebagai diukur pada nilai wajar melalui laporan laba rugi;
- b) yang pada saat pengakuan awal ditetapkan dalam kelompok tersedia untuk dijual; atau
- c) dalam hal Bank mungkin tidak akan memperoleh kembali investasi awal secara substansial kecuali yang disebabkan oleh penurunan kualitas pinjaman yang diberikan dan piutang.

Lihat Catatan 2I untuk kebijakan akuntansi mengenai pinjaman yang diberikan dan piutang.

Pada saat pengakuan awal, pinjaman yang diberikan dan piutang diakui pada nilai wajarnya ditambah biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai. Pendapatan dari aset keuangan dalam kelompok pinjaman yang diberikan dan piutang dilaporkan sebagai "Pendapatan bunga" dalam laporan laba rugi.

Dalam hal terjadi penurunan nilai, kerugian penurunan nilai dilaporkan sebagai pengurang dari nilai tercatat dari aset keuangan dalam kelompok pinjaman yang diberikan dan piutang, dan diakui pada laporan laba rugi sebagai "Pembentukan cadangan kerugian penurunan nilai atas aset keuangan".

2. ACCOUNTING POLICIES (continued)

d. Financial assets and liabilities (continued)

(i) Financial assets (continued)

(B) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market, other than:

- a) those that Bank intends to sell immediately or in the short term, which are classified as held for trading, and those that the entity upon initial recognition designates as at fair value through profit or loss;*
- b) those that Bank upon initial recognition designates as available-for-sale;*
- c) those for which the Bank may not recover substantially all of its initial investment, other than because of loans and receivables deterioration.*

Refer to Note 2I for the accounting policy regarding loans and receivables.

Loans and receivables are initially recognised at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method less allowance for impairment losses. Income on financial assets classified as loans and receivables is reported as "Interest income" in profit or loss.

In the case of impairment, the impairment loss is reported as a deduction from the carrying value of the financial assets classified as loan and receivables recognised in profit or loss as "Allowance for impairment losses on financial assets".

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d. Aset dan liabilitas keuangan (lanjutan)

(i) Aset keuangan (lanjutan)

(C) Aset keuangan dimiliki hingga jatuh tempo

Investasi dalam kelompok dimiliki hingga jatuh tempo adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan dan jatuh temponya telah ditetapkan, serta Bank mempunyai intensi positif dan kemampuan untuk memiliki aset keuangan tersebut hingga jatuh tempo, kecuali:

- a) investasi yang pada saat pengakuan awal ditetapkan sebagai aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi;
- b) investasi yang ditetapkan oleh Bank dalam kelompok tersedia untuk dijual; dan
- c) investasi yang memiliki definisi pinjaman yang diberikan dan piutang.

Pada saat pengakuan awal, aset keuangan dimiliki hingga jatuh tempo diakui pada nilai wajarnya ditambah biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan suku bunga efektif dikurangi cadangan kerugian penurunan nilai.

Pendapatan bunga dari investasi dimiliki hingga jatuh tempo dicatat sebagai "pendapatan bunga" dalam laporan laba rugi. Ketika penurunan nilai terjadi, kerugian penurunan nilai diakui sebagai pengurang dari nilai tercatat investasi dan diakui di dalam laporan keuangan konsolidasian sebagai "Pembentukan cadangan kerugian penurunan nilai atas aset keuangan".

(D) Aset keuangan tersedia untuk dijual

Investasi dalam kelompok tersedia untuk dijual adalah aset keuangan non-derivatif yang ditetapkan untuk dimiliki untuk periode tertentu dimana akan dijual dalam rangka pemenuhan likuiditas atau perubahan suku bunga, valuta asing atau yang tidak diklasifikasikan sebagai pinjaman yang diberikan dan piutang, aset keuangan dimiliki hingga jatuh tempo atau aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi.

2. ACCOUNTING POLICIES (continued)

d. Financial assets and liabilities (continued)

(i) Financial assets (continued)

(C) Held-to-maturity financial assets

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that Bank has the positive intention and ability to hold to maturity, other than:

- a) those that Bank upon initial recognition designates as at fair value through profit or loss;*
- b) those that Bank designates as available-for-sale; and*
- c) those that meet the definition of loans and receivables.*

These are initially recognised at fair value including transaction costs and subsequently measured at amortised cost, using the effective interest method less allowance for impairment losses.

Interest income from held-to-maturity investments is recorded as "interest income" in profit or loss. In the case of an impairment, the impairment loss is reported as a deduction from the carrying value of the investment and recognised in the consolidated financial statement as "Allowance for impairment losses on financial assets".

(D) Available-for-sale financial assets

Available-for-sale investments are non-derivative financial assets that are intended to be held for indefinite period of time, which may be sold in response to needs for liquidity or changes in interest rates, exchange rates or that are not classified as loans and receivables, held-to-maturity or financial assets at fair value through profit or loss.

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d. Aset dan liabilitas keuangan (lanjutan)

(i) Aset keuangan (lanjutan)

(D) Aset keuangan tersedia untuk dijual
(lanjutan)

Pada saat pengakuan awalnya, aset keuangan tersedia untuk dijual diakui pada nilai wajarnya ditambah biaya transaksi dan selanjutnya diukur pada nilai wajarnya dimana keuntungan atau kerugian diakui sebagai pendapatan komprehensif lainnya, kecuali untuk kerugian penurunan nilai dan laba rugi selisih kurs, hingga aset keuangan dihentikan pengakuannya. Jika aset keuangan tersedia untuk dijual mengalami penurunan nilai, akumulasi laba atau rugi yang sebelumnya diakui di pendapatan komprehensif lainnya, diakui sebagai laba/rugi. Pendapatan bunga dihitung menggunakan metode suku bunga efektif dan keuntungan atau kerugian yang timbul akibat perubahan nilai tukar dari aset moneter yang diklasifikasikan sebagai kelompok tersedia untuk dijual diakui sebagai laba/rugi.

(E) Aset keuangan diukur pada biaya perolehan

Investasi pada efek-efek syariah diklasifikasikan sesuai dengan PSAK 110 (Revisi 2015).

Efek-efek syariah diklasifikasikan sebagai biaya perolehan dan disajikan sebesar biaya perolehan (termasuk biaya transaksi, jika ada), yang disesuaikan dengan premi/diskonto yang belum diamortisasi.

Pengakuan

Grup menggunakan akuntansi tanggal transaksi untuk mencatat transaksi aset keuangan yang lazim (reguler). Aset keuangan yang dialihkan kepada pihak ketiga tetapi tidak memenuhi syarat penghentian pengakuan disajikan di dalam laporan posisi keuangan sebagai "Aset yang dijamin", jika pihak penerima memiliki hak untuk menjual atau mentransfer kembali.

2. ACCOUNTING POLICIES (continued)

d. *Financial assets and liabilities (continued)*

(i) *Financial assets (continued)*

(D) Available-for-sale financial assets
(continued)

Available-for-sale financial assets are initially recognised at fair value, plus transaction costs, and measured subsequently at fair value with gains or losses being recognised as other comprehensive income, except for impairment losses and foreign exchange gains and losses, until the financial assets is derecognised. If an available-for-sale financial asset is determined to be impaired, the cumulative gain or loss previously recognised in other comprehensive income is recognised in the profit/loss. Interest income is calculated using the effective interest method and foreign currency gains or losses on monetary assets classified as available-for-sale are recognised as profit/loss.

(E) Financial assets at cost

Investment in sharia securities are classified based on SFAS 110 (Revision 2015).

Sharia securities are classified at cost and measured at amortised cost (including transaction cost, if any), adjusted with unamortised premium/discount.

Recognition

Group uses trade date accounting for regular way contracts when recording financial asset transactions. Financial assets that are transferred to a third party but are not qualify for derecognition are presented in the statement of financial position as "Pledged assets", if the transferee has the right to sell or repledge them.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

d. Aset dan liabilitas keuangan (lanjutan)

(ii) Liabilitas keuangan

Bank mengklasifikasikan liabilitas keuangan dalam kategori (A) liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi dan (B) liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

(A) Liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi

Kategori ini terdiri dari dua sub-kategori: liabilitas keuangan diklasifikasikan sebagai diperdagangkan dan liabilitas keuangan yang pada saat pengakuan awal telah ditetapkan oleh Bank untuk diukur pada nilai wajar melalui laba/rugi.

Pada saat pengakuan awal dan selanjutnya dicatat pada nilai wajar.

Liabilitas keuangan diklasifikasikan sebagai diperdagangkan jika diperoleh terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat, atau jika merupakan bagian dari portofolio instrumen keuangan tertentu yang dikelola bersama dan terdapat bukti mengenai pola ambil untung dalam jangka pendek yang terkini.

Keuntungan dan kerugian yang timbul dari perubahan nilai wajar liabilitas keuangan yang diklasifikasikan sebagai diperdagangkan dicatat pada laba/rugi dan dilaporkan sebagai "keuntungan/(kerugian) dari perubahan nilai wajar instrumen keuangan". Beban bunga dari liabilitas keuangan yang diklasifikasikan sebagai diperdagangkan dicatat di dalam "Beban bunga".

Jika Bank pada pengakuan awal telah menetapkan instrumen utang tertentu sebagai nilai wajar melalui laba/rugi, maka selanjutnya, penetapan ini tidak dapat diubah. Berdasarkan PSAK 55 (revisi 2014), penggunaan nilai wajar diterapkan pada instrumen hutang yang terdiri dari kontrak utama dan derivatif melekat, jika tidak dapat dipisahkan.

Perubahan nilai wajar terkait dengan liabilitas keuangan yang ditetapkan untuk diukur pada nilai wajar melalui laporan laba rugi diakui di dalam "keuntungan/(kerugian) dari perubahan nilai wajar instrumen keuangan".

2. ACCOUNTING POLICIES (continued)

d. Financial assets and liabilities (continued)

(ii) Financial liabilities

Bank classified its financial liabilities in the category of (A) financial liabilities at fair value through profit or loss and (B) financial liabilities measured at amortised cost.

(A) Financial liabilities at fair value through profit or loss

This category comprises two sub-categories: financial liabilities classified as held for trading and financial liabilities designated by Bank as at fair value through profit or loss upon initial recognition.

At the initial and subsequent recognition, is recorded at its fair value.

A financial liability is classified as held for trading if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term, or if it is part of a portfolio of identified financial instruments that are managed together and there is evidence of a recent actual pattern of short term profit taking.

Gains and losses arising from changes in fair value of financial liabilities classified as held for trading are recorded as profit/loss and are reported as "gains/(losses) from changes in fair value of financial instruments". Interest expenses on financial liabilities held for trading are included in "Interest expenses".

If Bank designated certain debt securities upon initial recognition as fair value through profit/loss, then this designation cannot be changed subsequently. According to SFAS 55 (revised 2014), the use of fair value is applied on the debt instrument which consists of host contract and embedded derivatives if can not be separated.

Fair value changes relating to financial liabilities designated at fair value through profit or loss are recognised in "gains/(losses) from changes in fair value of financial instruments".

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d. Aset dan liabilitas keuangan (lanjutan)

(ii) Liabilitas keuangan (lanjutan)

**(B) Liabilitas keuangan yang diukur
dengan biaya perolehan diamortisasi**

Liabilitas keuangan yang tidak diklasifikasikan sebagai liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi dikategorikan dan diukur dengan biaya perolehan diamortisasi.

Pada saat pengakuan awal, liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi, diukur pada nilai wajar dikurangi biaya transaksi (jika ada).

Setelah pengakuan awal, Bank mengukur seluruh liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

(iii) Penentuan nilai wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam suatu transaksi teratur antara pelaku pasar pada tanggal pengukuran.

Nilai wajar untuk instrumen keuangan yang diperdagangkan di pasar aktif ditentukan berdasarkan nilai pasar yang berlaku pada tanggal laporan posisi keuangan menggunakan harga yang dipublikasikan secara rutin, seperti *quoted market*.

Nilai wajar dapat diperoleh dari *Interdealer Market Association (IDMA)* atau harga pasar atau harga yang diberikan oleh *broker (quoted price)* dari *Bloomberg* atau *Reuters* pada tanggal pengukuran.

Jika pasar untuk instrumen keuangan tidak aktif, Grup menetapkan nilai wajar dengan menggunakan teknik penilaian.

Untuk instrumen keuangan yang tidak mempunyai harga pasar, estimasi atas nilai wajar efek-efek ditetapkan dengan mengacu pada nilai wajar instrumen lain yang substansinya sama atau dihitung berdasarkan arus kas yang diharapkan terhadap aset neto efek-efek tersebut.

2. ACCOUNTING POLICIES (continued)

d. Financial assets and liabilities (continued)

(ii) Financial liabilities (continued)

(B) Financial liabilities at amortised cost

Financial liabilities that are not classified as fair value through profit or loss fall into this category and are measured at amortised cost.

Financial liabilities at amortised cost are initially measured at fair value less transaction costs (if any).

After initial recognition, Bank measures all financial liabilities at amortised cost using effective interest rates method.

(iii) Determination of fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at measurement date.

The fair value of financial instruments traded in active markets is determined based on quoted market prices at the statement of financial position's date such as quoted market prices.

The fair value can be obtained from IDMA's (Interdealer Market Association) or quoted market prices or broker's quoted price from Bloomberg or Reuters on the measurement date.

If a market for a financial instrument is not active, the Group establishes fair value using a valuation technique.

For financial instruments with no quoted market price, a reasonable estimate of the fair value is determined by reference to the fair value of another instrument which substantially has the same characteristics or calculated based on the expected cash flows of the underlying net asset base of the marketable securities.

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d. Aset dan liabilitas keuangan (lanjutan)

(iii) Penentuan nilai wajar (lanjutan)

Instrumen keuangan dianggap memiliki kuotasi di pasar aktif, jika harga kuotasi tersedia sewaktu-waktu dan dapat diperoleh secara rutin dari bursa, pedagang efek (*dealer*), perantara efek (*broker*), kelompok industri, badan pengawas (*pricing service* atau *regulatory agency*), dan harga tersebut mencerminkan transaksi pasar yang aktual dan rutin dalam suatu transaksi yang wajar.

Untuk instrumen keuangan yang diukur menggunakan nilai wajar, Grup menggunakan hierarki nilai wajar yang mencerminkan signifikasi input yang digunakan dalam melakukan pengukuran (tingkat 1, 2, dan 3) seperti dijelaskan pada Catatan 48.

(iv) Penghentian pengakuan

Penghentian pengakuan aset keuangan dilakukan ketika hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir, atau ketika aset keuangan tersebut telah ditransfer dan secara substansial seluruh risiko dan manfaat atas kepemilikan aset tersebut telah ditransfer (jika, secara substansial seluruh risiko dan manfaat tidak ditransfer, maka Grup melakukan evaluasi untuk memastikan keterlibatan berkelanjutan atas kendali yang masih dimiliki tidak mencegah penghentian pengakuan). Liabilitas keuangan dihentikan pengakuannya ketika liabilitas telah dilepaskan atau dibatalkan atau kadaluwarsa.

Grup menghapuskan saldo pinjaman dan penyisihan kerugian penurunan nilai terkait pada saat Grup menentukan bahwa pinjaman tersebut tidak dapat ditagih. Keputusan ini diambil setelah mempertimbangkan informasi seperti telah terjadinya perubahan signifikan pada posisi keuangan debitur sehingga tidak dapat melunasi kewajibannya atau hasil penjualan agunan tidak akan cukup untuk melunasi seluruh eksposur yang diberikan. Selisih lebih nilai tercatat pinjaman yang diberikan atas arus kas masuk dari eksekusi jaminan dibebankan sebagai kerugian penurunan nilai dalam laporan laba rugi tahun berjalan.

2. ACCOUNTING POLICIES (continued)

d. Financial assets and liabilities (continued)

(iii) Determination of fair value (continued)

A financial instrument is considered has quoted in an active market, if quoted prices are readily and regularly available from an exchange, dealer, broker, industry bank, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.

For financial instruments that are measured at fair value, the Group uses the fair value hierarchy which reflect the significance of input used in the measurement (level 1, 2, and 3) as explained in Note 48.

(iv) Derecognition

Financial assets are derecognised when the contractual rights to receive the cash flows from these financial assets have ceased to exists, or the financial assets have been transferred and substantially all the risks and rewards of ownership of the assets are also transferred (that is, if substantially all the risks and rewards have not been transferred, then Group tests control to ensure that continuing involvement on the basis of any retained powers of control does not prevent derecognition). Financial liabilities are derecognised when they have been redeemed, or cancelled, or otherwise extinguished.

The Group writes off a loan and investment security balance, and any related allowance for impairment losses, when the Group determines that the loan is uncollectible. This determination is reached after considering information such as occurrence of significant change in the borrower's financial position, the borrower can no longer pay the obligation, or that proceeds from collateral to payback the entire exposure will not be sufficient. Any excess of loans carrying amount over the cash flow from collateral execution is charged to impairment loss in the current year profit or loss.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

e. Saling hapus

Aset keuangan dan liabilitas keuangan disalinghapuskan dan nilai bersihnya dilaporkan pada laporan posisi keuangan konsolidasian jika, dan hanya jika Grup memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya maksud untuk menyelesaikan liabilitas secara bersamaan.

Hak saling hapus tidak kontingen atas peristiwa di masa depan dan dapat dipaksakan secara hukum di dalam situasi bisnis yang normal, dan dalam peristiwa gagal bayar atau kebangkrutan dari entitas atau pihak lawan.

Pendapatan dan beban disajikan dalam jumlah bersih hanya jika diperkenankan oleh standar akuntansi.

f. Klasifikasi dan reklasifikasi instrumen keuangan

Klasifikasi aset dan liabilitas keuangan

Grup mengklasifikasikan instrumen keuangan ke dalam klasifikasi tertentu yang mencerminkan sifat dari informasi dan mempertimbangkan karakteristik dari instrumen keuangan tersebut. Klasifikasi ini dapat dilihat pada tabel berikut:

Kategori yang didefinisikan oleh PSAK 55 (revisi 2014)/ Category as defined by SFAS 55 (revised 2014)		Golongan (ditentukan oleh Bank dan entitas anak)/ Class (as determined by the Bank and subsidiary)
Aset keuangan/ Financial assets	Aset keuangan diukur pada nilai wajar melalui laporan laba rugi/ Financial assets at fair value through profit or loss	Efek-efek/Marketable securities
	Pinjaman yang diberikan dan piutang/Loans and receivables	Kas/Cash
		Giro pada Bank Indonesia/Current accounts with Bank Indonesia
		Giro pada bank lain/Current accounts with other banks
		Penempatan pada Bank Indonesia dan bank lain/Placements with Bank Indonesia and other banks
		Efek-efek yang dibeli dengan janji dijual kembali/Securities purchased under resale agreement
		Pendapatan bunga yang masih akan diterima/Interest receivables
		Pinjaman yang diberikan, pembiayaan dan piutang syariah/Loans and sharia financing and receivables
		Tagihan akseptasi/Acceptance receivables
		Penyertaan saham/Investment in shares
Aset keuangan dimiliki hingga jatuh tempo/Held-to-maturity financial assets		Aset lain-lain/Other assets
		Efek-efek/Marketable securities

2. ACCOUNTING POLICIES (continued)

e. Offsetting

Financial assets and liabilities are offset and the net amount is reported in the consolidated statements of financial position if only the Group has a legal right to offset the recognised amounts and there is an intention to settle on net basis, or realise the asset and settle the liability simultaneously.

The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the company or the counterparty.

Income and expenses are presented on a net basis only when permitted by the accounting standards.

f. Classification and reclassification of financial instruments

Classification of financial assets and liabilities

The Group classifies the financial instruments into classes that reflects the nature of information and take into account the characteristic of those financial instruments. The classification can be seen in the table below:

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f. Klasifikasi dan reklasifikasi instrumen keuangan (lanjutan)

Klasifikasi aset dan liabilitas keuangan (lanjutan)

2. ACCOUNTING POLICIES (continued)

f. Classification and reclassification of financial instruments (continued)

Classification of financial assets and liabilities (continued)

Kategori yang didefinisikan oleh PSAK 55 (revisi 2014)/ Category as defined by SFAS 55 (revised 2014)		Golongan (ditentukan oleh Bank dan entitas anak)/ Class (as determined by the Bank and subsidiary)
Aset keuangan/ Financial assets	Aset keuangan tersedia untuk dijual/Available-for-sale financial assets	Efek-efek/Marketable securities
	Aset keuangan diukur pada biaya perolehan/Financial assets measured at cost	
Liabilitas keuangan/ Financial liabilities	Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi/Financial liabilities at amortised cost	Liabilitas segera/Obligations due immediately
		Simpanan nasabah/Deposits from customers
		Simpanan dari bank lain/Deposits from other banks
		Efek-efek yang diterbitkan/Securities issued
		Utang akseptasi/Acceptance liabilities
		Akrual dan liabilitas lain-lain/Accruals and other liabilities
Komitmen dan kontinjensi/ Commitment and contingency	Fasilitas pinjaman yang diberikan yang belum digunakan/Unused loan facilities granted	Efek-efek yang dijual dengan janji dibeli kembali/Securities sold under repurchase agreement
		Garansi yang diberikan/Guarantees issued

Reklasifikasi aset keuangan

Aset keuangan yang tidak lagi dimiliki untuk tujuan penjualan atau pembelian kembali aset keuangan dalam waktu dekat (jika aset keuangan tidak disyaratkan untuk diklasifikasikan sebagai diperdagangkan pada saat pengakuan awal) dapat direklasifikasi ke pinjaman yang diberikan dan piutang jika memenuhi definisi pinjaman yang diberikan dan piutang dan Grup memiliki intensi dan kemampuan memiliki aset keuangan untuk masa mendatang yang dapat diperkirakan atau hingga jatuh tempo.

Grup tidak boleh mengklasifikasikan aset keuangan sebagai investasi dimiliki hingga jatuh tempo, jika dalam tahun berjalan atau dalam kurun waktu dua tahun sebelumnya, telah menjual atau mereklasifikasi investasi dimiliki hingga jatuh tempo dalam jumlah yang lebih dari jumlah yang tidak signifikan sebelum jatuh tempo (lebih dari jumlah yang tidak signifikan dibandingkan dengan jumlah nilai investasi dimiliki hingga jatuh tempo), kecuali penjualan atau reklasifikasi tersebut:

Reclassification of financial assets

Financial assets that are no longer-held for the purpose of selling or repurchasing in the near term (and have not been required to be classified as held for trading at initial recognition) could be reclassified as loans and receivables if they meet the definition of loans and receivables and the Group have the intention and ability to hold the financial assets for foreseeable future or until maturity date.

Group shall not classify any financial assets as held-to-maturity if the entity has, during the current financial year or during the two preceding financial years, sold or reclassified more than an insignificant amount of held-to-maturity investments before maturity (more than insignificant in relation to the total amount of held-to-maturity investments) other than sales or reclassifications that:

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f. Klasifikasi dan reklasifikasi instrumen keuangan (lanjutan)

Reklasifikasi aset keuangan (lanjutan)

- (i) dilakukan ketika aset keuangan sudah mendekati jatuh tempo atau tanggal pembelian kembali dimana perubahan suku bunga tidak akan berpengaruh secara signifikan terhadap nilai wajar aset keuangan tersebut;
- (ii) terjadi setelah Bank telah memperoleh secara substansial seluruh jumlah pokok aset keuangan tersebut sesuai jadwal pembayaran atau Bank telah memperoleh pelunasan dipercepat; atau
- (iii) terkait dengan kejadian tertentu yang berada diluar kendali Bank, tidak berulang, dan tidak dapat diantisipasi secara wajar oleh Bank.

Reklasifikasi aset keuangan dari kelompok dimiliki hingga jatuh tempo ke kelompok tersedia untuk dijual dicatat sebesar nilai wajarnya. Keuntungan atau kerugian yang belum direalisasi tetap dilaporkan dalam komponen ekuitas sampai aset keuangan tersebut dihentikan pengakuannya, dan pada saat itu, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam ekuitas harus diakui sebagai laba/rugi.

Reklasifikasi aset keuangan dari kelompok tersedia untuk dijual ke kelompok dimiliki hingga jatuh tempo dicatat pada nilai tercatat. Keuntungan atau kerugian yang belum direalisasi harus diamortisasi menggunakan suku bunga efektif sampai dengan tanggal jatuh tempo instrumen tersebut.

g. Penurunan nilai dari aset keuangan

(A) Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi

Pada setiap tanggal laporan posisi keuangan, Grup mengevaluasi apakah terdapat bukti yang objektif bahwa aset keuangan atau kelompok aset keuangan mengalami penurunan nilai. Aset keuangan atau kelompok aset keuangan diturunkan nilainya dan kerugian penurunan nilai telah terjadi, jika dan hanya jika, terdapat bukti yang objektif mengenai penurunan nilai tersebut sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset tersebut (peristiwa yang merugikan), dan peristiwa yang merugikan tersebut berdampak pada estimasi arus kas masa depan atas aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara handal.

2. ACCOUNTING POLICIES (continued)

f. Classification and reclassification of financial instruments (continued)

Reclassification of financial assets (continued)

- (i) are so close to maturity or the financial asset's call date that changes in the market rate of interest would not have a significant effect on the financial asset's fair value;
- (ii) occur after Bank has collected substantially all of the financial asset's original principal through scheduled payments or prepayments; or
- (iii) are attributable to an isolated event that is beyond the Bank's control, is non-recurring and could not have been reasonably anticipated by Bank.

Reclassification of financial assets from held-to-maturity classification to available-for-sale is recorded at fair value. The unrealised gains or losses are recorded in the equity section and shall be recognised directly in equity section until the financial assets is derecognised, at which time the cumulative gain or loss previously recognised in equity shall be recognised as profit/loss.

Reclassification of financial assets from available-for-sale to held-to-maturity classification is recorded at carrying amount. The unrealised gains or losses is amortised by using effective interest rate up to the maturity date of that instrument.

g. Impairment of financial assets

(A) Financial assets carried at amortised cost

The Group assesses at each reporting date whether there is objective evidence that a financial asset or bank of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a "loss event") and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or bank of financial assets that can be reliably estimated.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

g. Penurunan nilai dari aset keuangan (lanjutan)

(A) Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi (lanjutan)

Kriteria yang digunakan oleh Grup untuk menentukan bukti objektif dari penurunan nilai diantaranya adalah:

- a. kesulitan keuangan signifikan yang dialami pihak penerbit atau peminjam;
- b. terjadinya wanprestasi atau tunggakan pembayaran pokok atau bunga;
- c. pihak pemberi pinjaman, dengan alasan ekonomi atau hukum sehubungan dengan kesulitan keuangan yang dialami pihak peminjam, memberikan keringanan (konsesi) pada pihak peminjam yang tidak mungkin diberikan jika pihak peminjam tidak mengalami kesulitan tersebut;
- d. data yang dapat diobservasi mengindikasikan adanya penurunan yang dapat diukur atas estimasi arus kas masa datang dari kelompok aset keuangan sejak pengakuan awal aset dimaksud, meskipun penurunannya belum dapat diidentifikasi terhadap aset keuangan secara individual dalam kelompok aset tersebut, termasuk memburuknya status pembayaran pihak peminjam dalam kelompok tersebut;
- e. terdapat kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya; atau
- f. hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan.

Estimasi periode antara peristiwa kerugian dan identifikasinya ditentukan oleh manajemen untuk setiap portofolio yang diidentifikasi.

Grup pertama kali menentukan apakah terdapat bukti objektif penurunan nilai seperti tersebut di atas secara individual. Penilaian individu dilakukan atas aset keuangan yang signifikan yang mengalami penurunan nilai. Aset keuangan yang tidak signifikan namun mengalami penurunan nilai dimasukkan dalam kelompok aset keuangan yang memiliki karakteristik risiko yang serupa dan dilakukan penilaian secara kolektif.

2. ACCOUNTING POLICIES (continued)

g. *Impairment of financial assets (continued)*

(A) *Financial assets carried at amortised cost (continued)*

The criteria that Group uses to determine that there is objective evidence of impairment include:

- a. significant financial difficulty of the issuer or borrower;*
- b. default or delinquency in principal or interest payments;*
- c. the lender, for economic or legal reasons relating to the borrower's financial difficulty, grants the borrower a concession that the lender would not otherwise consider;*
- d. observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified with the individual financial assets in the portfolio, including adverse changes in the payment status of borrowers in the portfolio;*
- e. it becomes probable that the borrower will enter into bankruptcy or other financial reorganisation; or*
- f. the disappearance of an active market for that financial asset because of financial difficulties.*

The estimated period between a loss occurring and its identification is determined by management for each identified portfolio.

Initially the Group assesses whether objective evidence of impairment for financial asset as individually exists as described above. Individual assessment is performed on the significant impaired financial asset. The impaired financial assets which are not classified as individually significant are included in bank of financial asset with similar credit risk characteristics and then assessed by using collective assessment.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

g. Penurunan nilai dari aset keuangan (lanjutan)

(A) Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi (lanjutan)

Jika Grup menentukan tidak terdapat bukti objektif mengenai penurunan nilai atas aset keuangan yang dinilai secara individual, maka akun atas aset keuangan tersebut akan masuk ke dalam kelompok aset keuangan yang memiliki karakteristik risiko kredit yang serupa dan menilai penurunan nilai kelompok tersebut secara kolektif. Akun yang penurunan nilainya dinilai secara individual, dan untuk itu kerugian penurunan nilai diakui atau tetap diakui, tidak termasuk dalam penilaian penurunan nilai secara kolektif.

Jumlah kerugian penurunan nilai diukur berdasarkan selisih antara nilai tercatat aset keuangan dengan nilai kini dari estimasi arus kas masa datang yang didiskontokan menggunakan tingkat suku bunga efektif awal dari aset keuangan tersebut. Nilai tercatat aset tersebut dikurangi menggunakan cadangan kerugian penurunan nilai dan jumlah kerugian penurunan nilai diakui sebagai laba/rugi. Jika pinjaman yang diberikan atau investasi dimiliki hingga jatuh tempo memiliki suku bunga variabel, maka tingkat diskonto yang digunakan untuk mengukur setiap kerugian penurunan nilai adalah suku bunga efektif yang berlaku yang ditetapkan dalam kontrak.

Perhitungan nilai kini dari estimasi arus kas masa datang atas aset keuangan dengan agunan mencerminkan arus kas yang dapat dihasilkan dari pengambilalihan agunan dikurangi biaya-biaya untuk memperoleh dan menjual agunan, terlepas apakah pengambilalihan tersebut berpeluang terjadi atau tidak.

Arus kas masa datang dari kelompok aset keuangan yang penurunan nilainya dievaluasi secara kolektif, diestimasi berdasarkan arus kas kontraktual dan kerugian historis yang pernah dialami atas aset-aset yang memiliki karakteristik risiko kredit yang serupa dengan karakteristik risiko kredit kelompok tersebut. Kerugian historis yang pernah dialami kemudian disesuaikan berdasarkan data terkini yang dapat diobservasi untuk mencerminkan kondisi saat ini yang tidak berpengaruh pada periode terjadinya kerugian historis tersebut dan untuk menghilangkan pengaruh kondisi yang ada pada periode historis namun sudah tidak ada lagi saat ini.

2. ACCOUNTING POLICIES (continued)

g. *Impairment of financial assets (continued)*

(A) Financial assets carried at amortised cost (continued)

If the Group assesses that there is no objective evidence of impairment for financial asset as individual, that account of financial asset will be included in a bank of financial asset with similar credit risk characteristics and collectively assesses them for impairment. Accounts that are individually assessed for impairment and for which an impairment loss is or continues to be recognised are not included in a collective assessment of impairment.

The amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance impairment account and the amount of the loss is recognised as profit/loss. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

The calculation of the present value of the estimated future cash flows of a collateralised financial asset reflects the cash flows that may result from foreclosure less costs for obtaining and selling the collateral, regardless the foreclosure is probable or not.

Future cash flows in a group of financial assets that are collectively evaluated for impairment are estimated on the basis of the contractual cash flows and historical loss experience for assets with credit risk characteristics similar to those in the bank. Historical loss experience is adjusted on the basis of current observable data to reflect the effects of current conditions that did not affect the period on which the historical loss experience is based and to remove the effects of conditions in the historical period that do not currently exist.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

g. Penurunan nilai dari aset keuangan (lanjutan)

(A) Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi (lanjutan)

Jika pada periode berikutnya, jumlah kerugian penurunan nilai berkurang dan pengurangan tersebut dapat dikaitkan secara objektif pada peristiwa yang terjadi setelah penurunan nilai diakui (misalnya perbaikan pada rating kredit debitur), maka kerugian penurunan nilai yang sebelumnya diakui harus dipulihkan, baik secara langsung, atau dengan menyesuaikan pos cadangan. Jumlah pemulihan penurunan nilai diakui pada laporan laba rugi.

Ketika pinjaman yang diberikan tidak tertagih, pinjaman tersebut dihapus buku dengan menjurnal balik cadangan kerugian penurunan nilai. Pinjaman yang diberikan tersebut dapat dihapus buku setelah semua prosedur yang diperlukan telah dilakukan dan jumlah kerugian telah ditentukan.

Penerimaan kembali atas aset keuangan yang telah dihapusbukukan, pada tahun berjalan dikreditkan dengan menyesuaikan akun cadangan kerugian penurunan nilai.

Penerimaan kemudian atas pinjaman yang diberikan yang telah dihapusbukukan pada periode sebelumnya diakui sebagai pendapatan lain-lain pada laporan laba rugi.

(B) Aset yang tersedia untuk dijual

Penurunan yang signifikan atau penurunan jangka panjang atas nilai wajar dari efek-efek dalam klasifikasi tersedia untuk dijual di bawah biaya perolehannya merupakan bukti objektif terjadinya penurunan nilai. Ketika terdapat bukti tersebut di atas untuk aset yang tersedia untuk dijual, kerugian kumulatif, yang merupakan selisih antara biaya perolehan dengan nilai wajar kini, dikurangi kerugian penurunan nilai aset keuangan yang sebelumnya telah diakui pada laba/rugi, dikeluarkan dari ekuitas dan diakui sebagai laba/rugi.

2. ACCOUNTING POLICIES (continued)

g. *Impairment of financial assets (continued)*

(A) *Financial assets carried at amortised cost (continued)*

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the previously recognised impairment loss is reversed directly, or by adjusting the allowance account. The amount of the impairment reversal is recognised on profit or loss.

When a loan is uncollectible, it is written off against the related allowance for impairment loss. Such loans are written off after all the necessary procedures have been completed and the amount of the loss has been determined.

The recoveries of written-off financial assets in the current year are credited by adjusting the allowance for impairment losses accounts.

Subsequent recoveries of written-off loan in prior year are recognised as other income in the profit of loss.

(B) *Assets classified as available-for-sale*

In the case of securities classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is an objective evidence of impairment. If any such evidence exists for available-for-sale financial assets, the cumulative loss measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit/loss is removed from equity and recognised as profit/loss.

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g. Penurunan nilai dari aset keuangan (lanjutan)

(B) Aset yang tersedia untuk dijual (lanjutan)

Jika, pada periode berikutnya, nilai wajar efek-efek diklasifikasikan dalam kelompok tersedia untuk dijual meningkat dan peningkatan tersebut dapat dihubungkan secara objektif dengan peristiwa yang terjadi setelah pengakuan kerugian penurunan nilai pada laba/rugi, maka kerugian penurunan nilai tersebut harus dipulihkan melalui laba/rugi.

(C) Kontrak jaminan keuangan dan tagihan komitmen lainnya

Jaminan keuangan awalnya diakui dalam laporan keuangan konsolidasian sebesar nilai wajar pada tanggal jaminan diberikan. Nilai wajar dari jaminan keuangan pada saat dimulainya transaksi pada umumnya sama dengan provisi yang diterima untuk jaminan diberikan dengan syarat dan kondisi normal.

Setelah pengakuan awal kontrak, jaminan keuangan dicatat pada nilai yang lebih tinggi antara nilai wajar amortisasi dengan *present value* atas pembayaran liabilitas yang diharapkan akan terjadi (ketika pembayaran atas jaminan menjadi *probable*) dan selisihnya dibebankan sebagai biaya operasional lain-lain.

Sesuai dengan Peraturan Bank Indonesia (PBI), Bank mengklasifikasikan aset produktif ke dalam kategori "Lancar", "Dalam Perhatian Khusus", "Kurang Lancar", "Diragukan" dan "Macet". Entitas Anak berbasis syariah menghitung penyisihan kerugian aset produktif untuk pembiayaan selain untuk Murabahah sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 16/POJK.03/2014 tanggal 18 November 2014 tentang "Penilaian Kualitas Aset bagi Bank Umum Syariah dan Unit Usaha Syariah".

h. Kas dan setara kas

Kas meliputi kas dan kas dalam *kasnanah*.

2. ACCOUNTING POLICIES (continued)

g. *Impairment of financial assets (continued)*

(B) Assets classified as available-for-sale (continued)

If, in a subsequent period, the fair value of securities classified as available-for-sale increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in profit/loss, the impairment loss is reversed through the profit/loss.

(C) Financial guarantee contracts and other commitment receivables

Financial guarantees are initially recognised in the consolidated financial statements at fair value on the date the guarantee was given. The fair value of a financial guarantee at inception is likely to equal the premium received because all guarantees are agreed on arm's length terms.

Subsequently they are measured at the higher of amortised amount and the present value of any expected payment (when a payment under the guarantee has become probable) and the difference is charged to other operating expenses.

In accordance with Bank Indonesia Regulations (PBI), the Bank classifies earning assets into the following categories: "Current", "Special Mention", "Substandard", "Doubtful" and "Loss". Subsidiary engaged in sharia business calculated allowance for possible losses of earning assets except for Murabahah Financing in accordance with Otoritas Jasa Keuangan Regulations (POJK No. 16/POJK.03/2014) dated 18 November 2014 regarding "Assessment of the Quality of Assets of Sharia Commercial Bank and Sharia Business Unit".

h. *Cash and cash equivalents*

Cash includes cash on hand and cash in vault.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

i. Giro pada Bank Indonesia dan bank lain

Giro pada Bank Indonesia dan bank lain diklasifikasikan sebagai pinjaman yang diberikan dan piutang. Lihat Catatan 2d untuk kebijakan akuntansi atas pinjaman yang diberikan dan piutang.

Giro pada Bank Indonesia dan bank lain dinyatakan sebesar saldo giro dikurangi dengan cadangan kerugian penurunan nilai.

j. Penempatan pada Bank Indonesia dan bank lain

Penempatan pada Bank Indonesia dan bank lain merupakan penanaman dana dalam bentuk *interbank call money* dan FASBI.

Penempatan pada BI dan bank lain diklasifikasikan sebagai pinjaman yang diberikan dan piutang. Lihat Catatan 2d untuk kebijakan akuntansi atas pinjaman yang diberikan dan piutang.

k. Efek-efek

Efek-efek yang dimiliki terdiri dari SBI, Surat Utang Negara, Surat Berharga Syariah Negara, obligasi korporasi, wesel jangka menengah, unit penyertaan reksadana, dan efek-efek pasar uang dan pasar modal lainnya.

Efek-efek diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi, tersedia untuk dijual, dan dimiliki hingga jatuh tempo. Lihat Catatan 2d untuk kebijakan akuntansi atas aset keuangan dalam kelompok yang diukur pada nilai wajar melalui laporan laba rugi, tersedia untuk dijual, dan dimiliki hingga jatuh tempo.

Pada pengukuran awal, efek-efek disajikan sebesar nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung. Untuk efek-efek yang diukur pada nilai wajar melalui laba rugi, biaya transaksi diakui secara langsung sebagai laba/rugi.

Investasi pada efek-efek sukuk, diklasifikasikan berdasarkan model usaha yang ditentukan oleh Bank berdasarkan klasifikasi sesuai PSAK No. 110 (revisi 2015) tentang "Akuntansi Sukuk" sebagai berikut:

2. ACCOUNTING POLICIES (continued)

i. Current accounts with Bank Indonesia and other banks

Current account with Bank Indonesia and other banks are classified as loans and receivables. Refer to Note 2d for the accounting policy of loans and receivables.

Current accounts with Bank Indonesia and other banks are stated at the outstanding balance less allowance for impairment losses.

j. Placements with Bank Indonesia and other banks

Placements with Bank Indonesia and other banks consist of interbank call money and FASBI.

Placements with BI and other banks are classified as loans and receivables. Refer to Note 2d for the accounting policy of loans and receivables.

k. Marketable securities

Marketable securities consist of SBI, Government Promissory Notes, Government Sharia Bonds, corporate bonds, medium term notes, mutual fund investment units and other money market and capital market securities.

Marketable securities are classified as financial assets at fair value through profit or loss, available-for-sale, and held-to-maturity. Refer to Note 2d for the accounting policy of financial assets at fair value through profit or loss, available-for-sale, and held-to-maturity.

Marketable securities are initially presented at fair value plus directly attributable transaction costs. For marketable securities measured at fair value through profit and loss, the transaction costs are directly charged as profit/loss.

Investment in marketable securities - sukuk, are classified based on business model defined by the Bank in accordance with SFAS No. 110 (revised 2015) on "Accounting for Sukuk" as follows:

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2. KEBIJAKAN AKUNTANSI (lanjutan)

k. Efek-efek (lanjutan)

- 1) Efek-efek yang diukur pada biaya perolehan disajikan sebesar biaya perolehan (termasuk biaya transaksi) yang disesuaikan dengan premi dan/atau diskonto yang belum diamortisasi. Premi dan diskonto diamortisasi selama periode hingga jatuh tempo.
- 2) Efek-efek yang diukur pada nilai wajar melalui laporan laba rugi disajikan sebesar nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam laporan laba rugi tahun yang bersangkutan.
- 3) Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya disajikan sebesar nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam penghasilan komprehensif lainnya.

l. Pinjaman yang diberikan, pembiayaan dan piutang syariah

Pinjaman yang diberikan adalah penyediaan uang atau tagihan yang dapat disetarakan dengan kas, berdasarkan persetujuan atau kesepakatan pinjam-meminjam dengan peminjam, mewajibkan pihak peminjam untuk melunasi hutang berikut bunganya setelah jangka waktu tertentu.

Pinjaman yang diberikan diklasifikasikan sebagai pinjaman yang diberikan dan piutang. Lihat Catatan 2d untuk kebijakan akuntansi atas pinjaman yang diberikan dan piutang.

Restrukturisasi pinjaman bisa meliputi modifikasi persyaratan pinjaman, konversi pinjaman menjadi saham atau instrumen keuangan lainnya dan/atau kombinasi dari keduanya.

Pinjaman yang direstrukturisasi disajikan sebesar nilai yang lebih rendah antara nilai tercatat pinjaman pada tanggal restrukturisasi atau proyeksi nilai kini dari penerimaan kas masa depan setelah restrukturisasi. Kerugian akibat selisih antara nilai tercatat pinjaman pada tanggal restrukturisasi dengan nilai tunai penerimaan kas masa depan setelah restrukturisasi diakui sebagai laba/rugi. Setelah restrukturisasi, semua penerimaan kas masa depan yang ditetapkan dalam persyaratan baru dicatat sebagai pengembalian pokok pinjaman yang diberikan dan pendapatan bunga sesuai dengan syarat-syarat restrukturisasi.

2. ACCOUNTING POLICIES (continued)

k. Marketable securities (continued)

- 1) Securities measured at cost are stated at acquisition cost (including transaction costs), adjusted by unamortised premium and/or discount. Premium and discount are amortised over the period until maturity.
- 2) Securities measured at fair value through profit or loss are stated at fair values. Unrealised gains or losses from the increase or decrease in fair values are presented in current year profit or loss.
- 3) Securities measured at fair value through other comprehensive income are stated at fair values. Unrealised gains or losses from the increase or decrease in fair values are presented in other comprehensive income.

l. Loans, sharia financing and receivables

Loans represent provision of cash or cash equivalent based on agreements with borrowers, where borrowers required to repay their debts with interest after specified periods.

Loans are classified as loans and receivables. Refer to Note 2d for the accounting policy of loans and receivables.

Loan restructuring may involve a modification of the terms of the loans, conversion of loans into equity or other financial instruments and/or a combination of both.

Restructured loans are stated at the lower of carrying value of the loan at the time of restructuring or net present value of the estimate of total future cash receipts after restructuring. Losses arising from any excess of the carrying value of the loan at the time of restructuring over the net present value of the total future cash receipts after restructuring are recognised as profit/loss. Thereafter, all cash receipts under the new terms shall be accounted for as the recovery of principal and interest revenue, in accordance with the restructuring scheme.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

I. Pinjaman yang diberikan, pembiayaan dan piutang syariah (lanjutan)

Di dalam pinjaman yang diberikan termasuk pembiayaan oleh Bank Victoria Syariah, Entitas Anak, berupa pembiayaan dan piutang syariah.

Penjelasan secara ringkas dari masing-masing jenis pembiayaan dan piutang tersebut adalah sebagai berikut:

Pembiayaan *mudharabah* adalah penanaman dana dari pemilik dana (*shahibul maal*) kepada pengelola dana (*mudharib*) untuk melakukan kegiatan usaha tertentu, dengan menggunakan bagi hasil (*profit sharing*) atau metode bagi hasil usaha (*gross profit margin*) antara kedua belah pihak berdasarkan *nisbah* yang telah disepakati sebelumnya. Entitas Anak mengenakan bagi hasil berdasarkan metode margin laba kotor.

Pembiayaan *mudharabah* dinyatakan sebesar saldo pembiayaan dikurangi dengan cadangan kerugian penurunan nilai. Entitas Anak menetapkan cadangan kerugian penurunan nilai sesuai dengan kualitas pembiayaan berdasarkan penelaahan atas masing-masing saldo pembiayaan. Apabila sebagian pembiayaan *mudharabah* hilang sebelum dimulainya usaha karena adanya kerusakan atau sebab lainnya tanpa adanya kelalaian atau kesalahan pihak pengelola dana, maka rugi tersebut mengurangi saldo pembiayaan *mudharabah* dan diakui sebagai kerugian Entitas Anak. Apabila sebagian pembiayaan *mudharabah* hilang setelah dimulainya usaha tanpa adanya kelalaian atau kesalahan pengelola dana, maka rugi tersebut diperhitungkan pada saat bagi hasil. Kerugian pembiayaan *mudharabah* akibat kelalaian atau kesalahan pengelola dana dibebankan pada pengelola dana dan tidak mengurangi saldo pembiayaan *mudharabah*.

Pembiayaan *musyarakah* adalah akad kerjasama antara dua pihak atau lebih untuk suatu usaha tertentu, dimana masing-masing pihak memberikan kontribusi dana dengan ketentuan bahwa keuntungan dibagi berdasarkan kesepakatan, sedangkan kerugian berdasarkan porsi kontribusi dana. Dana tersebut meliputi kas atau aset non-kas yang diperkenankan oleh syariah. Pembiayaan *musyarakah* dinyatakan sebesar saldo pembiayaan dikurangi dengan cadangan kerugian penurunan nilai. Entitas Anak menetapkan cadangan kerugian penurunan nilai sesuai dengan kualitas pembiayaan berdasarkan penelaahan atas masing-masing saldo pembiayaan.

2. ACCOUNTING POLICIES (continued)

I. Loans, sharia financing and receivables (continued)

Included in loans are financing by Bank Victoria Syariah, a Subsidiary, in the form of sharia financing and receivables.

Brief explanation for each type of sharia financing and receivables are as follows:

Mudharabah financing is investment of funds from the owner of funds (shahibul maal) to the fund manager (mudharib) to conduct certain business activity, with profit sharing or gross profit margin method between the two parties based on a mutually agreed predetermined ratio. The Subsidiary uses profit sharing scheme based on gross profit margin method.

Mudharabah financing is stated at the outstanding balance, net of allowance for possible losses. The Subsidiary provides allowance for impairment losses based on the financing quality as determined by a review of each account. In the event that a portion of the mudharabah financing is lost prior to the start of operations due to damage or any other reasons without negligence or error by the fund manager, the loss shall be deducted from mudharabah financing balance and shall be recognised as a loss by the Subsidiary. If part of mudharabah financing is lost after the commencement of business without negligence or fault of the fund manager, such loss is calculated during profit sharing. Loss on mudharabah financing due to negligence or error by the fund manager is charged to the fund manager and not deducted from the balance of mudharabah financing.

Musyarakah financing is an agreement between two or more parties for a particular business, in which each party contributes funds provided that the profits are divided according to the agreement, while losses are based on the portion of fund contributions. The fund consists of cash or non-cash assets allowed by sharia. Musyarakah financing is stated at outstanding balance, net of allowance for impairment losses. The Subsidiary provides allowance for impairment losses based on the financing quality as determined by a review of each account.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

l. Pinjaman yang diberikan, pembiayaan dan piutang syariah (lanjutan)

Piutang *Ijarah* adalah penyediaan dana dalam rangka memindahkan hak guna atau manfaat dari suatu barang atau jasa berdasarkan transaksi sewa, tanpa diikuti dengan pemindahan kepemilikan barang itu sendiri kepada penyewa. *Ijarah muntahiyah bittamlik* adalah penyediaan dana dalam rangka memindahkan hak guna atau manfaat dari suatu barang atau jasa berdasarkan transaksi sewa dengan opsi pemindahan kepemilikan barang kepada penyewa. Piutang pendapatan *ijarah* diakui pada saat jatuh tempo sebesar sewa yang belum diterima dan disajikan sebesar nilai bersih yang dapat direalisasikan, yakni sebesar saldo piutang.

Murabahah adalah akad jual beli barang dengan harga jual sebesar beban perolehan ditambah keuntungan yang disepakati dan penjual harus mengungkapkan beban perolehan barang tersebut kepada pembeli.

Piutang *murabahah* diklasifikasikan sebagai aset keuangan dalam kategori pinjaman yang diberikan dan piutang sesuai PSAK No. 55.

Piutang *murabahah* pada awalnya diukur pada nilai bersih yang dapat direalisasi ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan biaya tambahan untuk memperoleh aset keuangan tersebut, dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode tingkat imbal hasil efektif dikurangi cadangan kerugian penurunan nilai.

m. Efek-efek yang Dibeli dengan Janji Dijual Kembali dan Efek-efek yang Dijual dengan Janji Dibeli Kembali

Efek-efek yang dibeli dengan janji dijual kembali merupakan transaksi dimana Bank membeli aset keuangan dan secara simultan masuk ke dalam perjanjian untuk menjual kembali aset (atau aset yang serupa secara substansial) dengan harga tetap di masa depan. Aset yang mendasari tidak diakui dalam laporan keuangan konsolidasian. Setelah pengakuan awal, efek-efek yang dibeli dengan janji dijual kembali diukur pada biaya perolehan diamortisasi. Selisih antara harga beli dan harga jual kembali diakui sebagai pendapatan bunga dengan menggunakan metode suku bunga efektif.

2. ACCOUNTING POLICIES (continued)

l. Loans, sharia financing and receivables (continued)

Ijarah receivables are the financing on the availability of fund in relation to transferring the right to use and benefit of a good and service based on rental transaction which was not followed by transfer of the goods ownership to the lessee. *Ijarah muntahiyah bittamlik* is an agreement on the availability of fund in relation to transferring the use right and benefit of a good or service based on rental transaction with an option to transfer the ownership title of goods to the lessee. *Ijarah receivables* are recognised at due date at the amount of its lease income not yet received and presented at its net realisable value, which is the outstanding balance of the receivables.

Murabahah is an agreement of sales transaction for goods in which the selling price is determined based on acquisition cost added with mutually agreed margin and the seller shall disclose the acquisition cost to buyer.

Murabahah receivables are classified as financial assets under category loan and receivables in accordance with SFAS No. 55.

Murabahah receivables are initially measured at net realisable value plus transaction costs that are directly attributable and additional costs to obtain financial assets, and subsequent recognition are measured at amortised cost based on effective rate of return method less allowance for impairment losses.

m. Securities Purchased under Resale Agreements and Securities Sold under Repurchase Agreements

Securities purchased under resale agreements are transactions in which the Bank purchases a financial asset and simultaneously enters into an agreement to resell the asset (or substantially similar asset) at a fixed price on a future date. The underlying asset is not recognised in the consolidated financial statements. Subsequent to initial recognition, securities purchased under resale agreements are measured at amortised cost. The difference between purchase and resale price is recognised as interest income using the effective interest method.

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m. Efek-efek yang Dibeli dengan Janji Dijual Kembali dan Efek-efek yang Dijual dengan Janji Dibeli Kembali (lanjutan)

Efek-efek yang dijual dengan janji dibeli kembali merupakan transaksi dimana Bank menjual aset keuangan dan secara simultan masuk ke dalam perjanjian untuk membeli kembali aset (atau aset yang serupa secara substansial) dengan harga tetap di masa depan.

Efek-efek yang dijual dengan janji untuk dibeli kembali disajikan sebagai liabilitas dalam laporan posisi keuangan konsolidasian sebesar harga beli kembali yang disepakati dikurangi selisih antara harga jual dan harga beli kembali yang disepakati. Selisih antara harga jual dan harga beli kembali yang disepakati tersebut diamortisasi sebagai beban bunga selama jangka waktu sejak efek-efek dijual hingga dibeli kembali.

n. Tagihan dan Utang Akseptasi

Setelah pengakuan awal, tagihan dan utang akseptasi diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

o. Penyertaan saham

Penyertaan saham merupakan investasi jangka panjang pada perusahaan non-publik.

Penyertaan dalam bentuk saham dengan kepemilikan kurang dari 20% yang nilai wajarnya tidak tersedia dan dimaksudkan untuk penyertaan jangka panjang dinyatakan sebesar biaya perolehan (metode biaya). Bila terjadi penurunan nilai yang bersifat permanen, nilai tercatatnya dikurangi untuk mengakui penurunan tersebut yang ditentukan untuk setiap investasi secara individu dan kerugiannya dibebankan pada laporan laba rugi konsolidasian tahun berjalan.

p. Aset tetap dan penyusutan

Pada tanggal 30 November 2015, Bank melakukan perubahan kebijakan akuntansi atas aset tetap dari model biaya menjadi model revaluasi.

2. ACCOUNTING POLICIES (continued)

m. Securities Purchased under Resale Agreements and Securities Sold under Repurchase Agreements (continued)

Securities sold under repurchase agreements are transactions in which the Bank sold a financial asset and simultaneously enters into an agreement to repurchase the asset (or substantially similar asset) at a fixed price on a future date.

Securities sold under repurchase agreements are presented as liabilities in the consolidated statement of financial position at the agreed repurchase price less the difference between the selling price and agreed repurchase price. The difference between the selling price and agreed repurchase price is amortised as interest expense over the period commencing from the selling date to the repurchase date.

n. Acceptance Receivables and Payables

Subsequent to initial recognition, acceptance receivables and payables are measured at amortised cost using the effective interest method.

o. Investment in shares

Investment in shares of stock are long-term investments in non-public companies.

Investments in shares of stock where the ownership interest of less than 20% that do not have readily determinable fair values and are intended for long-term investments are stated at cost (cost method). The carrying amount of the investments is written-down to recognise a permanent decline in the value of the individual investments. Any such write-down is charged directly to current year consolidated profit or loss.

p. Fixed assets and depreciation

On 30 November 2015, the Bank changed their accounting policies of fixed assets from cost model to revaluation model.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

p. Aset tetap dan penyusutan (lanjutan)

Aset tetap Grup disajikan sebesar nilai wajar, dikurangi akumulasi penyusutan dan cadangan kerugian penurunan nilai untuk aset tetap (jika ada). Penilaian terhadap aset tetap dilakukan oleh penilai independen eksternal yang telah memiliki sertifikasi. Penilaian atas aset tersebut dilakukan secara berkala untuk memastikan bahwa nilai wajar aset yang direvaluasi tidak berbeda secara material dengan nilai tercatatnya. Akumulasi penyusutan pada tanggal revaluasi dieliminasi terhadap nilai tercatat bruto aset, dan nilai bersihnya disajikan kembali sebesar nilai revaluasi aset tetap.

Kenaikan nilai tercatat yang timbul dari revaluasi aset tetap dicatat sebagai "Surplus revaluasi aset" dan disajikan sebagai "Penghasilan Komprehensif Lain". Penurunan yang menghapus nilai kenaikan yang sebelumnya atas aset yang sama dibebankan terhadap "Surplus revaluasi aset" sebagai bagian dari laba komprehensif; penurunan lainnya dibebankan pada laporan laba rugi.

Surplus revaluasi aset tetap dialihkan langsung ke saldo laba ketika aset tersebut dihentikan pengakuannya.

Tanah tidak disusutkan.

Penyusutan aset tetap selain tanah dihitung dengan menggunakan metode garis lurus untuk mengalokasikan nilai setelah revaluasi terhadap nilai sisa sepanjang estimasi masa manfaatnya sebagai berikut:

	Grup/Group		
	Masa manfaat/ Useful life Tahun/Years	Penyusutan (persentase)/ Depreciation (percentage)	
Gedung kantor	20	5%	Office buildings
Kendaraan bermotor	4 - 8	25% - 12.5%	Vehicles
Mesin dan peralatan	4 - 8	25% - 12.5%	Machinery and equipment
Perlengkapan dan perabotan kantor	4	25%	Office furniture and equipment

2. ACCOUNTING POLICIES (continued)

p. Fixed assets and depreciation (continued)

The Group's fixed assets are shown at fair value, less subsequent depreciation for fixed assets less accumulated impairment losses (if any). Valuation of fixed assets are performed by external independent valuers with certain qualification. Valuations are performed with sufficient regularity to ensure that the fair value of a revalued asset does not differ materially from its carrying amount. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset.

Increases in the carrying amount arising on revaluation of fixed assets recorded in "Assets revaluation reserve" and presented as "Other Comprehensive Income". Decreases that offset previous increases of the same asset are debited against "asset revaluation reserve" as part of other comprehensive income; all other decreases are charged to the profit or loss.

Gain on revaluation of fixed assets are transferred to retained earnings when fixed assets are derecognised.

Land is not depreciated.

Depreciation of fixed assets other than land are calculated based on the straight-line method to allocate their revalued amount to their residual values over their estimated useful lives as follows:

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p. Aset tetap dan penyusutan (lanjutan)

Nilai sisa aset, masa manfaat, dan metode penyusutan akan ditinjau dan jika perlu disesuaikan pada setiap akhir periode pelaporan.

Pada tanggal 31 Desember 2018 dan 2017, tidak terdapat penyesuaian atas masa manfaat dan metode penyusutan.

Apabila nilai tercatat aset lebih besar dari nilai yang dapat diperoleh kembali, nilai tercatat aset diturunkan menjadi sebesar nilai yang dapat diperoleh kembali, dengan menggunakan nilai tertinggi antara harga jual neto dan nilai pakai.

Apabila aset tetap tidak digunakan lagi atau dijual, maka nilai wajar dan akumulasi penyusutannya dihapuskan dari laporan keuangan konsolidasian. Keuntungan atau kerugian yang terjadi, diakui sebagai laba/rugi periode terjadinya.

Biaya pemeliharaan dan perbaikan dicatat sebagai beban pada saat terjadinya. Pengeluaran yang memperpanjang masa manfaat aset dikapitalisasi dan disusutkan.

Aset tetap dalam proses pembangunan merupakan aset yang masih dalam proses renovasi atau pemasangan dan belum siap digunakan, serta dimaksudkan untuk dipergunakan dalam kegiatan usaha. Aset ini dicatat sebesar biaya yang telah dikeluarkan.

q. Aset takberwujud

Aset takberwujud yang dimiliki oleh Bank berupa perangkat lunak.

Perangkat lunak, yang bukan merupakan bagian integral dari perangkat keras yang terkait, dicatat sebagai aset takberwujud dan dinyatakan sebesar nilai tercatat, yaitu sebesar harga perolehan dikurangi dengan akumulasi amortisasi.

Biaya perolehan perangkat lunak terdiri dari seluruh pengeluaran yang dapat dikaitkan langsung dalam persiapan perangkat lunak tersebut sehingga siap digunakan sesuai dengan maksud manajemen.

2. ACCOUNTING POLICIES (continued)

p. Fixed assets and depreciation (continued)

The assets residual values, useful lives, and depreciation method are reviewed and adjusted if appropriate at the end of each reporting period.

As of 31 December 2018 and 2017, there is no adjustment on useful life and depreciation method.

When the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount, which is determined as the higher of net selling price or value in use.

When assets are retired or disposed, their fair value and the related accumulated depreciation are eliminated from the consolidated financial statements. The resulting gains or losses are recognised as related period's profit/loss.

Maintenance and repair cost are charged as an expense when incurred. Expenditure that extends the useful life of assets is capitalised and depreciated.

Assets under construction consist of assets that are still in progress of renovation or installments and not yet ready for use and intended to be used in business activity. This accounts recorded based on amounts paid.

q. Intangible assets

Intangible assets held by the Bank is software.

The software, that is not an integral part of the related hardware, is recorded as an intangible asset and is stated at carrying value, which is at cost less accumulated amortisation.

Software acquisition costs consist of all expenditures attributed directly in the preparation of the software so ready to use in accordance with the intent of management.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

q. Aset takberwujud (lanjutan)

Pengeluaran setelah perolehan perangkat lunak dapat ditambahkan pada biaya perolehan perangkat lunak atau dikapitalisasi sebagai perangkat lunak hanya jika pengeluaran tersebut menambah manfaat ekonomis masa depan dari perangkat lunak yang bersangkutan sehingga menjadi lebih besar dari standar kinerja yang diperkirakan semula. Pengeluaran yang tidak menambah manfaat ekonomis masa depan dari perangkat lunak diakui sebagai beban pada saat terjadinya.

Perangkat lunak dengan umur manfaat terbatas, diamortisasi dengan menggunakan metode garis lurus selama estimasi masa manfaat ekonomis aset yaitu 4 (empat) tahun.

r. Agunan yang diambil alih

Agunan yang diambil alih (AYDA) adalah aset yang diperoleh Grup, baik melalui pelelangan maupun diluar pelelangan berdasarkan penyerahan secara sukarela oleh pemilik agunan atau berdasarkan kuasa untuk menjual diluar lelang dari pemilik agunan dalam hal debitur tidak memenuhi kewajibannya kepada Grup. AYDA merupakan jaminan yang diambil alih sebagai bagian dari penyelesaian pinjaman yang diberikan, piutang dan pembiayaan syariah. Grup memiliki kebijakan untuk selalu berusaha menjual AYDA untuk menyelesaikan sisa kewajiban debitur.

AYDA diakui sebesar jumlah yang lebih rendah antara nilai tercatat dengan nilai bersih yang dapat direalisasi (*net realisable value*), yaitu nilai wajar agunan setelah dikurangi estimasi biaya pelepasan. Bila terjadi penurunan nilai yang bersifat permanen, maka nilai tercatatnya dikurangi untuk mengakui penurunan tersebut dan kerugiannya dibebankan dalam laporan laba rugi.

Biaya pemeliharaan atas AYDA yang terjadi setelah pengambilalihan atau akuisisi aset dibebankan sebagai laba/rugi pada saat terjadinya. Keuntungan atau kerugian dari penjualan agunan yang diambil alih diakui sebagai laba/rugi periode berjalan.

2. ACCOUNTING POLICIES (continued)

q. Intangible assets (continued)

Expenditures after acquisition software can be added to the cost of software or capitalised as software only if the expenses add future economic benefits of the software so as to be larger than originally expected performance standards. Expenditure that does not add to future economic benefits of the software are recognised as an expense when incurred.

Software with certain useful life, are amortised using straight-line method over the estimated useful life of the assets, which is 4 (four) years.

r. Foreclosed assets

Foreclosed assets represent assets acquired by Group, both from auction and non-auction based on voluntary transfer by the debtors or based on debtors' approval to sell the collateral where the debtors could not fulfill their obligations to Group. Foreclosed assets represent collateral acquired in settlement of loans, sharia financing and receivables. The Group has policy to sell foreclosed assets to settle debtors' liabilities.

Foreclosed assets are recognised at lower amount between carrying value and their net realisable value, which is the fair value of the foreclosed assets less estimated cost of liquidating the foreclosed assets. If there is a permanent decline in value, the carrying amount of foreclosed collaterals is written down to recognise such permanent decline in value. Any such write-down is recognised in profit or loss.

Holding costs of foreclosed assets subsequent to the foreclosure or acquisition of the assets are charged as current year profit/loss as incurred. Gains or losses from sale of foreclosed assets are charged as current period profit/loss as incurred.

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s. Biaya dibayar dimuka dan aset lain-lain

Biaya dibayar dimuka merupakan pembayaran kepada pihak lain yang telah dilakukan namun belum merupakan beban pada saat pembayaran dilakukan. Biaya dibayar dimuka akan digunakan untuk aktivitas Bank di masa mendatang. Biaya dibayar dimuka akan diakui sebagai beban pada saat diamortisasi sesuai dengan masa manfaatnya.

Termasuk dalam biaya dibayar dimuka adalah beban sewa, beban asuransi, beban renovasi gedung dan beban sewa ditangguhkan. Beban sewa ditangguhkan merupakan pembayaran dimuka terkait sewa gedung kantor yang diamortisasi selama masa sewa dan dimulai sejak gedung digunakan.

Termasuk di dalam aset lain-lain antara lain adalah uang muka jaminan dan uang muka pembelian aset.

t. Liabilitas segera

Liabilitas segera adalah liabilitas Grup kepada pihak lain yang sifatnya wajib segera dibayarkan sesuai perjanjian yang ditetapkan sebelumnya.

Liabilitas segera disajikan sebesar biaya perolehan yang diamortisasi. Lihat Catatan 2d untuk kebijakan akuntansi atas liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

u. Simpanan nasabah dan simpanan dari bank lain

Simpanan nasabah adalah dana yang dipercayakan oleh masyarakat (selain bank) kepada Bank berdasarkan perjanjian penyimpanan dana. Termasuk dalam pos ini adalah giro, tabungan, deposito berjangka, sertifikat deposito dan bentuk lain yang dapat dipersamakan dengan itu.

Simpanan dari bank lain terdiri dari liabilitas terhadap bank lain dalam bentuk giro, *interbank call money*, deposito berjangka, tabungan, SIMA dan *deposito on call*.

Simpanan dari nasabah dan dari bank lain diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi. Lihat Catatan 2d untuk kebijakan akuntansi atas liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

2. ACCOUNTING POLICIES (continued)

s. Prepaid expenses and other assets

Prepaid expenses are payments made to other parties but have not been recognised as expense at the time of payment. Prepaid expenses will be used for Bank's activities in the future. Prepaid expenses are recognised as expenses during the amortisation in accordance with the expected period of benefit.

Included in prepaid expenses are rental expense, insurance expense, office building renovation expense and deferred rental cost. Deferred rental cost is advance payment for rent of office building which will be amortised during the rental period when building is in use.

Included in other assets are amongst others membership deposits and advance for fixed asset purchase.

t. Obligations due immediately

Obligations due immediately represent Group's liabilities to other parties that are immediately paid in accordance with terms of the relevant agreements.

Obligations due immediately are presented at amortised cost. Refer to Note 2d for the accounting policy for financial liabilities measured at amortised cost.

u. Deposits from customers and deposits from other banks

Deposits from customers are the funds placed by customers (excluding banks) with Bank based on fund deposit agreements. Included in this account are demand deposits, saving deposits, time deposits, certificates of deposits, and other forms which are similar.

Deposits from other banks represent liabilities to banks in the form of demand deposits, inter-bank call money, time deposits, saving accounts, SIMA and deposits on call.

Deposits from customers and other banks are classified as financial liabilities measured at amortised cost. Refer to Note 2d for the accounting policy for financial liabilities measured at amortised cost.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

v. Dana syirkah temporer

Dana syirkah temporer merupakan investasi dari pihak lain dengan akad *mudharabah mutlaqah*, dimana pemilik dana (*shahibul maal*) memberikan kebebasan kepada pengelola dana (*mudharib/Bank*) dalam pengelolaan investasinya dengan keuntungan dibagikan sesuai kesepakatan. Dana syirkah temporer terdiri dari tabungan *mudharabah*, deposito *mudharabah*, dan giro *mudharabah*.

Tabungan *mudharabah* dan giro *mudharabah* merupakan investasi yang bisa ditarik kapan saja (*on call*) atau sesuai dengan persyaratan tertentu yang disepakati. Tabungan *mudharabah* dinyatakan sebesar saldo tabungan nasabah di Bank.

Deposito *mudharabah* merupakan investasi yang hanya bisa ditarik pada waktu tertentu sesuai dengan perjanjian antara pemegang deposito *mudharabah* dengan Entitas Anak. Deposito *mudharabah* dinyatakan sebesar nilai nominal sesuai dengan perjanjian antara pemegang deposito dengan Entitas Anak.

Dana syirkah temporer tidak dapat digolongkan sebagai kewajiban. Hal ini karena Entitas Anak tidak berkewajiban untuk mengembalikan jumlah dana awal dari pemilik dana, kecuali akibat kelalaian atau wanprestasi Entitas Anak, atau ketika mengalami kerugian. Di sisi lain, dana syirkah temporer tidak dapat digolongkan sebagai ekuitas karena mempunyai waktu jatuh tempo dan pemilik dana tidak mempunyai hak kepemilikan yang sama dengan pemegang saham seperti hak *voting* dan hak atas realisasi keuntungan yang berasal dari aset lancar dan aset non-investasi (*current and other non-investment accounts*).

Pemilik dana syirkah temporer mendapatkan imbalan bagi hasil sesuai dengan *nisbah* yang ditetapkan.

w. Efek-efek yang diterbitkan

Efek-efek yang diterbitkan adalah obligasi yang diterbitkan dan diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi (lihat Catatan 2d untuk kebijakan akuntansi atau liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi).

2. ACCOUNTING POLICIES (continued)

v. Temporary syirkah funds

Temporary syirkah funds represent investments from other parties conducted on the basis *mudharabah mutlaqah* contract in which the owners of the funds (*shahibul maal*) grant freedom to the fund manager (*mudharib/Bank*) in the management of their investments with profit distributed based on the contract. Temporary syirkah funds consist of *mudharabah* saving deposits, *mudharabah* time deposits, and *mudharabah* demand deposits.

Mudharabah savings deposits and *mudharabah* demand deposits represent investment which could be withdrawn anytime (*on call*) or can be withdrawn based on certain agreed terms. *Mudharabah* savings deposits are stated based on the customer's savings deposit balance.

Mudharabah time deposits represent investment that can only be withdrawn at a certain time based on the agreement between the customer and the Subsidiary. *Mudharabah* time deposits are stated at nominal amount as agreed between the deposit holder and the Subsidiary.

Temporary syirkah fund cannot be classified as liability. This was due to the Subsidiary does not have any liability to return the initial fund to the owners, except for losses due to the Subsidiary's management negligence or default of loss is incurred. On the other hand, temporary syirkah fund cannot be classified as shareholders' equity, because of the maturity period and the depositors do not have the same rights as the shareholders' such as voting rights and the rights of realised gain from current assets and other non-investment accounts.

The owner of temporary syirkah funds receives a return from the profit sharing based on a predetermined ratio (*nisbah*).

w. Marketable securities issued

Marketable securities issued is the issuance of bond which is classified as financial liabilities measured at amortised cost (refer to Note 2d for the accounting policy for financial liabilities at amortised cost).

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2. KEBIJAKAN AKUNTANSI (lanjutan)

w. Efek-efek yang diterbitkan (lanjutan)

Biaya transaksi yang timbul sehubungan dengan penerbitan efek-efek dikurangkan dari hasil penerbitan efek-efek bersangkutan. Selisih antara hasil emisi bersih dengan nilai nominal obligasi diakui sebagai diskonto yang diamortisasi menggunakan metode suku bunga efektif selama umur obligasi.

x. Pinjaman yang diterima

Pada pengukuran awal pinjaman diterima dan pinjaman subordinasi disajikan sebesar nilai wajar dikurangi dengan biaya transaksi yang dapat diatribusikan langsung dengan perolehan/penerbitan pinjaman dan obligasi subordinasi.

Pinjaman yang diterima dan pinjaman subordinasi diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi (lihat Catatan 2d untuk kebijakan akuntansi atas liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi).

y. Pendapatan dan beban bunga dan syariah

Konvensional

Pendapatan dan beban bunga untuk semua instrumen keuangan dengan *interest bearing* dicatat dalam pendapatan bunga dan beban bunga menggunakan metode suku bunga efektif.

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan dan metode untuk mengalokasikan pendapatan bunga atau beban bunga selama periode yang relevan.

Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari instrumen keuangan, atau bilamana tepat, digunakan periode yang lebih singkat untuk memperoleh nilai tercatat bersih dari aset keuangan atau liabilitas keuangan. Pada saat menghitung suku bunga efektif, Bank mengestimasi arus kas dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, namun tidak mempertimbangkan kerugian kredit di masa datang. Perhitungan ini mencakup seluruh komisi, provisi, dan bentuk lain yang dibayarkan atau diterima oleh para pihak dalam kontrak yang merupakan bagian tak terpisahkan dari suku bunga efektif, biaya transaksi, dan seluruh premi atau diskon lainnya.

2. ACCOUNTING POLICIES (continued)

w. Marketable securities issued (continued)

Transaction cost in relation with the marketable securities issued is deducted from the related marketable securities issued. Any difference between net proceed of bond issuance and nominal of bond is recognised as discount and will be amortised using effective interest rate during bond's period.

x. Borrowings

Borrowings and subordinated loans are initially presented at fair value less directly attributable transaction costs.

Borrowings and subordinated loans are classified as financial liabilities measured at amortised cost (refer to Note 2d for the accounting policy for financial liabilities measured at amortised cost).

y. Interest income and expense and sharia

Conventional

Interest income and expense for all interest bearing financial instruments are recorded within interest income and interest expense using the effective interest rate method.

The effective interest rate method is a method of calculating the amortised cost of a financial asset or a financial liability and method of allocating the interest income or interest expense over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, Bank estimates cash flows considering all contractual terms of the financial instrument, but does not consider future credit losses. The calculation includes all fees, commissions, and other fees paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

**y. Pendapatan dan beban bunga dan syariah
(lanjutan)**

Konvensional (lanjutan)

Jika aset keuangan atau kelompok aset keuangan serupa telah diturunkan nilainya sebagai akibat kerugian penurunan nilai, maka pendapatan bunga yang diperoleh setelahnya diakui atas bagian aset keuangan yang tidak mengalami penurunan nilai, berdasarkan suku bunga yang digunakan untuk mendiskonto arus kas masa datang dalam menghitung kerugian penurunan nilai.

Pendapatan bunga atas pinjaman yang diberikan atau aset produktif lainnya yang diklasifikasikan sebagai bermasalah diakui pada saat pendapatan tersebut diterima. Pada saat aset keuangan diklasifikasikan sebagai bermasalah, bunga yang telah diakui tetapi belum ditagih akan dibatalkan pengakuannya. Selanjutnya bunga yang dibatalkan tersebut diakui sebagai tagihan kontinjensi.

Pendapatan syariah

Pendapatan pengelolaan dana oleh Entitas Anak sebagai *mudharib* terdiri atas pendapatan dari jual dan beli transaksi *murabahah*, pendapatan bagi hasil dari *mudharabah* dan *musyarakah*, pendapatan dari sewa (*ijarah*) dan pendapatan usaha utama lainnya.

Entitas Anak menetapkan kebijakan tingkat risiko berdasarkan ketentuan internal. Entitas Anak melakukan penghentian amortisasi pendapatan ditangguhkan pada saat pembiayaan diklasifikasikan sebagai non-performing. Pendapatan Entitas Anak dari transaksi usaha yang diklasifikasikan sebagai *non-performing* dicatat sebagai pendapatan yang akan diterima pada laporan komitmen dan kontinjensi.

Pendapatan *ijarah* diakui selama masa akad menggunakan metode *flat* (proporsional).

Pendapatan bagi hasil *musyarakah* yang menjadi hak mitra pasif diakui dalam periode terjadinya hak bagi hasil sesuai *nisbah* yang disepakati.

Pendapatan bagi hasil *mudharabah* diakui dalam periode terjadinya hak bagi hasil sesuai *nisbah* yang disepakati dan tidak diperkenankan mengakui pendapatan dari proyeksi hasil usaha.

2. ACCOUNTING POLICIES (continued)

**y. Interest income and expense and sharia
(continued)**

Conventional (continued)

Once a financial asset or a bank of similar financial assets has been written down as a result of an impairment loss, interest income is recognised on the unimpaired portion using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss.

Interest income on loans or other earning assets classified as non-performing is recognised at the time the interest is received. When a financial asset is classified as non-performing, any interest income previously recognised but not yet collected is reversed against interest income. The reversed interest income is recognised as a contingent receivable.

Sharia Revenue

Revenue from fund management by Subsidiary as *mudharib* consists of income from sales and purchases of *murabahah* transactions, profit sharing from *mudharabah* and *musyarakah* financing, income from lease (*ijarah*) and other main operating income.

The Subsidiary prescribes the risk rate policies based on the internal regulation. The Subsidiary leases the amortisation of deferred income at the time its financing is classified as non-performing. The Subsidiary's income from business transactions that are classified as non-performing is recorded as revenue to be received in the statement of commitments and contingencies.

Income from *ijarah* is recognised over the period of the contract with *flat* (proportional) method.

Profit sharing income for passive partner in *musyarakah* is recognised in the period when the right arises in accordance with *nisbah* (the agreed sharing ratio).

Profit sharing income from *mudharabah* is recognised in the period when the right arises in accordance with the agreed sharing ratio and the recognition based on projection of income is not allowed.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

**y. Pendapatan dan beban bunga dan syariah
(lanjutan)**

Pendapatan syariah (lanjutan)

Hak nasabah atas bagi hasil dana *syirkah* temporer merupakan bagian bagi hasil milik nasabah yang didasarkan pada prinsip *mudharabah* atas hasil pengelolaan dana mereka oleh Entitas Anak. Pendapatan yang dibagikan adalah kas yang telah diterima (*cash basis*) dari bagi hasil.

Pembagian hasil usaha dilakukan berdasarkan prinsip bagi hasil usaha yaitu dari laba kotor Entitas Anak (*gross profit margin*).

Pendapatan margin dan bagi hasil atas pembiayaan yang diberikan dan atas aset produktif lainnya akan dibagikan kepada nasabah penyimpan dana dan Entitas Anak sesuai dengan proporsi dana yang dipakai dalam pembiayaan yang diberikan dan aset produktif lainnya. Pendapatan margin dan bagi hasil yang tersedia untuk nasabah tersebut kemudian dibagikan ke nasabah penabung dan deposan sebagai *shahibul maal* dan Entitas Anak sebagai *mudharib* sesuai porsi *nisbah* bagi hasil yang telah disepakati bersama sebelumnya. Pendapatan margin dan bagi hasil dari pembiayaan dan aset produktif lainnya yang memakai dana Entitas Anak, seluruhnya menjadi milik Entitas Anak, termasuk pendapatan dari investasi bank berbasis imbalan.

z. Pendapatan provisi dan komisi

Provisi dan komisi yang berkaitan langsung dengan kegiatan pemberian pinjaman diakui sebagai bagian/(pengurang) dari biaya perolehan pinjaman dan akan diakui sebagai pendapatan bunga dengan cara diamortisasi berdasarkan metode suku bunga efektif.

Pendapatan provisi dan komisi yang tidak berkaitan dengan kegiatan pemberian pinjaman atas suatu jangka waktu diakui sebagai pendapatan pada saat terjadinya transaksi sebagai pendapatan operasional lainnya.

aa. Pendapatan dan beban operasional lainnya

Beban tenaga kerja

Beban tenaga kerja meliputi beban berupa gaji karyawan, bonus, lembur dan tunjangan.

Beban umum dan administrasi

Beban umum dan administrasi merupakan beban yang timbul sehubungan dengan aktivitas kantor dan operasional Grup.

2. ACCOUNTING POLICIES (continued)

**y. Interest income and expense and sharia
(continued)**

Sharia Revenue (continued)

Third parties' share on returns of temporary syirkah funds represents customer's share on the Subsidiary's income derived from the management of their funds by the Subsidiary under mudharabah principles. Income that will be distributed is the cash received (cash basis) from the share.

The distribution of revenue is based on profit sharing scheme on the Subsidiary's gross profit margin.

Margin income and profit sharing on financing facilities and other earning assets are distributed to fund owners and the Subsidiary based on proportion of fund used in the financing and other earning assets. Margin income and profit sharing income allocated to the fund owners are then distributed to fund owners as shahibul maal and the Subsidiary as mudharib based on a predetermined ratio (nisbah). Margin income and profit sharing from financing facilities and other earning assets using the Subsidiary's funds, are entirely shared for the Subsidiary, including income from the Subsidiary's fee-based transactions.

z. Fees and commissions income

Fees and commissions income directly related to lending activities, are recognised as a part/(deduction) of lending cost and will be recognised as interest income by amortising the carrying value of loan with effective interest rate method.

Fees and commissions income which are not related to lending activities on a specific period are recognised as income incurred at the transaction date as other operating income.

aa. Other operating income and expenses

Personnel expenses

Personnel expenses include expenses related with salaries for employees, bonuses, overtime and allowances.

General and administrative expenses

General and administrative expenses represent expenses related to office activities and Group operational activities.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

**aa. Pendapatan dan beban operasional lainnya
(lanjutan)**

Beban umum dan administrasi (lanjutan)

Seluruh pendapatan dan beban yang terjadi dibebankan sebagai laba/rugi pada saat terjadinya.

ab. Perpajakan

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Pajak diakui dalam laporan laba rugi konsolidasian, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang langsung diakui di pendapatan komprehensif lain atau langsung diakui ke ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam pendapatan komprehensif lain atau ekuitas.

Manajemen secara periodik mengevaluasi posisi yang dilaporkan di Surat Pemberitahuan Tahunan (SPT) sehubungan dengan situasi dimana aturan pajak yang berbeda membutuhkan interpretasi. Jika perlu, manajemen menentukan provisi berdasarkan jumlah yang diharapkan akan dibayar kepada otoritas pajak.

Pajak penghasilan tangguhan disajikan dengan menggunakan metode liabilitas. Pajak penghasilan tangguhan timbul akibat perbedaan temporer antara aset dan liabilitas menurut ketentuan-ketentuan pajak dengan nilai tercatat aset dan liabilitas dalam laporan keuangan konsolidasian. Tarif pajak yang berlaku atau yang secara substansial telah berlaku digunakan dalam menentukan besarnya jumlah pajak penghasilan tangguhan.

Aset pajak tangguhan diakui apabila terdapat kemungkinan besar bahwa jumlah laba fiskal di masa mendatang akan memadai untuk mengkompensasi perbedaan temporer yang menimbulkan aset pajak tangguhan tersebut. Aset dan liabilitas pajak penghasilan tangguhan dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus antara aset pajak kini dengan liabilitas pajak kini dan apabila aset dan pajak penghasilan tangguhan dikenakan oleh otoritas perpajakan yang sama dan adanya niat untuk melakukan penyelesaian saldo secara neto.

Taksiran pajak penghasilan Grup dihitung untuk masing-masing perusahaan sebagai badan hukum terpisah. Aset pajak kini (*current tax assets*) dan liabilitas pajak kini (*current tax liabilities*) untuk badan hukum yang berbeda tidak disalinghapuskan dalam laporan keuangan konsolidasian.

2. ACCOUNTING POLICIES (continued)

**aa. Other operating income and expenses
(continued)**

**General and administrative expenses
(continued)**

All of these income and expenses are recorded as profit/loss when incurred.

ab. Taxation

The tax expense comprises of current and deferred tax. Tax is recognised in the consolidated profit or loss, except to the extent that it relates to items recognised directly in other comprehensive income or in equity. In this case, the tax is also recognised in other comprehensive income or in equity, respectively.

Management periodically evaluates positions taken in tax return with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provision where appropriate, on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided using the liability method. Deferred income tax on temporary differences arising between the tax base of assets and liabilities and their carrying amounts in the consolidated financial statements. Currently enacted or substantially enacted tax rates are used in the determination of deferred income tax.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised. Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority where tax is an intention to settle the balance on a net basis.

The estimated corporate income tax of Group is calculated for each company as a separate legal entity. Current tax assets and current tax liabilities for different legal entities can not be net-off in the consolidated financial statements.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

ac. Imbalan kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan.

Liabilitas imbalan kerja karyawan

Grup memiliki program pensiun sesuai dengan peraturan dan perundang-undangan yang berhubungan dengan ketenagakerjaan atau kebijakan yang ditetapkan oleh Grup. Program ini pada umumnya didanai melalui pembayaran kepada pengelola dana pensiun yang besarnya ditentukan dalam perhitungan aktuarial yang dilakukan secara berkala.

Grup harus menyediakan program pensiun dengan jumlah minimal tertentu sesuai dengan Undang-Undang (UU) Ketenagakerjaan No. 13/2003. Karena UU Ketenagakerjaan menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, maka pada dasarnya program pensiun berdasarkan UU Ketenagakerjaan adalah program manfaat pasti. Program pensiun manfaat pasti adalah program pensiun yang menentukan jumlah imbalan pensiun yang akan diberikan, biasanya didasarkan pada satu faktor atau lebih seperti usia, masa kerja atau jumlah kompensasi.

Liabilitas diakui pada laporan posisi keuangan sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi nilai wajar aset program. Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris yang independen dengan menggunakan metode *projected unit credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan arus kas keluar yang diestimasi dengan menggunakan tingkat bunga Obligasi Pemerintah (dikarenakan saat ini tidak ada pasar aktif untuk obligasi perusahaan yang berkualitas tinggi) yang didenominasikan dalam Rupiah dimana imbalan akan dibayarkan dan memiliki jangka waktu jatuh tempo mendekati jangka waktu kewajiban pensiun.

Keuntungan dan kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial langsung diakui seluruhnya melalui pendapatan komprehensif lainnya pada saat terjadinya.

Biaya jasa lalu diakui segera dalam laporan laba rugi. Keuntungan dan kerugian dari kurtailmen atau penyelesaian program manfaat pasti diakui di laba rugi ketika kurtailmen atau penyelesaian tersebut terjadi.

2. ACCOUNTING POLICIES (continued)

ac. Employee benefits

Short term employee benefits

Short term employee benefits are recognised when they are accrued to the employees.

Employee benefits obligation

The Group have pension scheme in accordance with prevailing labor-related laws and regulations of Group's policies. The scheme is generally funded through payments to trustee-administered funds as determined by periodic actuarial calculations.

The Group are required to provide a minimum amount of pension benefits in accordance with Labor Law No. 13/2003. Since the Labor Law sets the formula for determining the minimum amount of benefits, in substance pension plans under the Labor Law represent defined benefit plans. A defined benefit plan is a pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors such as age, years of service or total compensation.

The liability recognised in the statement of financial position is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of Government Bonds (considering currently there is no deep market for high-quality corporate bonds) that are denominated in Rupiah in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions charged or credited to equity in other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in profit or loss. Gains or losses on the curtailment or settlement of a defined benefit plan are recognised in profit or loss when the curtailment or settlement occurs.

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ac. Imbalan kerja (lanjutan)

Pesangon pemutusan kontrak kerja

Pesangon pemutusan kontrak terhutang ketika karyawan diberhentikan sebelum usia pensiun normal.

Grup mengakui pesangon pemutusan kontrak kerja ketika Grup menunjukkan komitmennya untuk memutuskan hubungan kerja dengan karyawan berdasarkan suatu rencana formal terperinci yang kecil kemungkinannya untuk dibatalkan. Pesangon yang akan dibayarkan dalam waktu lebih dari 12 (dua belas) bulan setelah tanggal laporan posisi keuangan didiskontokan untuk mencerminkan nilai kini.

ad. Laba per saham

Labar per saham dasar dihitung dengan membagi labar bersih konsolidasian dengan rata-rata tertimbang jumlah saham biasa yang beredar pada periode yang bersangkutan.

Labar per saham dilusian dihitung dengan membagi labar bersih konsolidasian dengan rata-rata tertimbang jumlah saham yang beredar ditambah dengan rata-rata tertimbang jumlah saham yang akan diterbitkan atas konversi efek yang berpotensi saham yang bersifat dilutif.

ae. Penjabaran mata uang asing

Laporan keuangan disajikan dalam mata uang Rupiah, yang merupakan mata uang fungsional dan penyajian Bank. Transaksi dalam mata uang asing dijabarkan ke mata uang Rupiah dengan menggunakan kurs yang berlaku pada tanggal transaksi tersebut. Pada setiap tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke mata uang Rupiah dengan kurs penutupan Bank Indonesia pada pukul 16.00 Waktu Indonesia Barat yang berlaku pada tanggal pelaporan.

Keuntungan dan kerugian selisih kurs yang timbul dari transaksi dalam mata uang asing dan penjabaran aset dan kewajiban moneter dalam mata uang asing, diakui dalam laporan laba rugi.

2. ACCOUNTING POLICIES (continued)

ac. Employee benefits (continued)

Termination benefits

Termination benefits are payable whenever an employee's employment is terminated before the normal retirement age.

The Group recognise termination benefits when it is demonstrably committed to terminate the employment of current employees according to a detailed formal plan which has small probability to withdraw. Benefits, due more than 12 (twelve) months after statement of financial position's date are discounted to present value.

ad. Earnings per share

Basic earnings per share is computed by dividing consolidated net income with the weighted average number of common shares outstanding during the period.

Diluted earnings per share is calculated by dividing consolidated net income by the weighted average number of shares outstanding plus the weighted average number of shares outstanding which would be issued on the conversion of the dilutive potential shares.

ae. Foreign currency translation

The financial statements are presented in Rupiah, which is the functional and presentation currency of the Bank. Transactions denominated in a foreign currency are converted into Rupiah at the exchange rate prevailing at the date of the transaction. As at each reporting date, monetary assets and liabilities in foreign currencies are translated into Rupiah using the Bank Indonesia closing exchange rate at 16.00 Western Indonesian Time prevailing at reporting date.

Exchange gains and losses arising on transactions in foreign currencies and on the translation of foreign currency monetary assets and liabilities are recognised in the profit or loss.

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2. KEBIJAKAN AKUNTANSI (lanjutan)

af. Transaksi dengan pihak berelasi

Grup melakukan transaksi dengan pihak berelasi. Sesuai dengan PSAK No. 7 (revisi 2015) tentang "Pengungkapan Pihak-pihak yang Berelasi", yang dimaksud dengan pihak yang berelasi adalah orang atau entitas yang berelasi dengan entitas pelapor sebagai berikut:

- a. Orang atau anggota keluarga terdekatnya berelasi dengan entitas pelapor jika orang tersebut:
 - i. memiliki pengendalian atau pengendalian bersama terhadap entitas pelapor;
 - ii. memiliki pengaruh signifikan terhadap entitas pelapor; atau
 - iii. personal manajemen kunci entitas pelapor atau entitas induk pelapor.
- b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi hal-hal sebagai berikut:
 - i. entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya terkait dengan entitas lain);
 - ii. suatu entitas adalah entitas asosiasi atau ventura bersama bagi entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, di mana entitas lain tersebut adalah anggotanya);
 - iii. kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
 - iv. suatu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
 - v. entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari suatu entitas pelapor atau entitas yang terkait dengan entitas pelapor;
 - vi. entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam butir (a); atau
 - vii. orang yang diidentifikasi, dalam butir (a) (i) memiliki pengaruh signifikan terhadap entitas atau anggota manajemen kunci entitas (atau entitas induk dari entitas).

Jenis transaksi dan saldo dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan konsolidasian (lihat Catatan 41).

2. ACCOUNTING POLICIES (continued)

af. Transactions with related parties

The Group has transactions with related parties. In accordance with SFAS No.7 (revised 2015) regarding "Related Party Disclosure", the meaning of a related party is a person or entity that is related to a reporting entity as follow:

- a. A person or a close member of that person's family is related to a reporting entity if that person
 - i. has control or joint control over the reporting entity;
 - ii. has significant influence over the reporting entity; or
 - iii. is member of the key management personnel of the reporting entity or a parent of the reporting entity.
- b. An entity is related to a reporting entity if any of the following conditions applies:
 - i. the entity and the reporting entity are member of the same the company (which means that each parent, subsidiary, and fellow subsidiary is related to the others);
 - ii. one entity is an associate or joint venture of the other entity (or an associate or joint venture of member of a company of which the other entity is a member);
 - iii. both entities are joint ventures of the same third party;
 - iv. one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - v. the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity;
 - vi. the entity controlled or jointly controlled by a person identified in (a); or
 - vii. a person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

The nature of transactions and balances of accounts with related parties are disclosed in the notes to the consolidated financial statements (refer to Note 41).

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2. KEBIJAKAN AKUNTANSI (lanjutan)

ag. Pelaporan segmen

Sebuah segmen operasi adalah suatu komponen dari entitas:

- a. yang terlibat dalam aktivitas bisnis yang memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban yang terkait dengan transaksi dengan komponen lain dari entitas yang sama);
- b. hasil operasinya dikaji ulang secara reguler oleh kepala operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
- c. tersedia informasi keuangan yang dapat dipisahkan.

Bank menyajikan segmen operasi berdasarkan informasi yang disiapkan secara internal untuk pengambil keputusan operasional. Berdasarkan PSAK 5 (Revisi 2014), sebuah segmen usaha adalah sekelompok aset dan operasi yang menyediakan barang atau jasa yang memiliki risiko serta tingkat pengembalian yang berbeda dengan segmen usaha lainnya.

Segmen operasi Grup disajikan berdasarkan bank umum - konvensional dan bank syariah.

Segmen geografis adalah komponen Grup yang dapat dibedakan dalam menghasilkan jasa pada lingkungan (wilayah) ekonomi tertentu dan komponen itu memiliki risiko dan imbalan yang berbeda dengan risiko dan imbalan pada komponen yang beroperasi pada lingkungan (wilayah) ekonomi lain. Grup melaporkan segmen geografis berdasarkan daerah Jabetabek, Jawa Barat, Jawa Tengah dan Jawa Timur dan Luar Jawa.

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING

Beberapa estimasi dan asumsi dibuat dalam rangka penyusunan laporan keuangan konsolidasian dimana dibutuhkan pertimbangan manajemen dalam menentukan metodologi yang tepat untuk penilaian aset dan liabilitas.

Manajemen membuat estimasi dan asumsi yang berimplikasi pada pelaporan nilai aset dan liabilitas atas tahun keuangan satu tahun kedepan. Semua estimasi dan asumsi yang diharuskan oleh PSAK adalah estimasi terbaik yang didasarkan standar yang berlaku. Estimasi dan pertimbangan dievaluasi secara terus menerus dan berdasarkan pengalaman masa lalu dan faktor-faktor lain termasuk harapan atas kejadian yang akan datang.

2. ACCOUNTING POLICIES (continued)

ag. Segment reporting

An operating segment is a component of entity which:

- a. involves with business activities to generate income and expenses (include income and expenses relating to the transactions with other components with the same entity);
- b. operations result is observed regularly by chief decision maker to make decisions regarding the allocation of resources and to evaluate the works; and

- c. separated financial information is available.

Bank presents operating segments based on the information that internally is provided to the chief operating decision maker. Under SFAS 5 (Revised 2014), a business segment is a bank of assets and operations engaged in providing products or services that are subject to risks and returns that are difference from those of other business segments.

The Group's operating segments are presented by commercial banks - conventional and sharia bank.

A geographical segment is a distinguishable component of the Group that is engaged in providing services within a particular economic environment and that is subject to risks and returns that are different from those operating in other economic environments. The Group report geographical segment information based on Jabetabek, West Java, Central and East Java and Non Java.

3. USE OF SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

Certain estimates and assumption are made in the presentation of the consolidated financial statements. These often require management judgement in determining the appropriate methodology for valuation of assets and liabilities.

Management makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. All estimates and assumptions required in conformity with SFAS are best estimates undertaken in accordance with the applicable standard. Estimates and judgements are evaluated on a continuous basis, and are based on past experience and other factors, including expectations with regard to future events.

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**3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN
AKUNTANSI YANG PENTING (lanjutan)**

Walaupun estimasi dan asumsi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil yang timbul mungkin berbeda dengan estimasi dan asumsi semula.

Cadangan kerugian penurunan nilai aset keuangan

Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi dievaluasi penurunan nilainya sesuai dengan Catatan 2g.

Kondisi spesifik penurunan nilai *counterparty* dalam pembentukan cadangan kerugian atas aset keuangan dievaluasi secara individu berdasarkan estimasi terbaik manajemen atas nilai kini arus kas yang diharapkan akan diterima. Dalam mengestimasi arus kas tersebut, manajemen membuat pertimbangan tentang situasi keuangan *counterparty* dan nilai realisasi bersih dari setiap agunan. Setiap aset yang mengalami penurunan nilai dinilai sesuai dengan manfaat yang ada dan strategi penyelesaian serta estimasi arus kas yang diperkirakan dapat diterima.

Perhitungan cadangan penurunan nilai kolektif meliputi kerugian kredit yang melekat dalam portofolio aset keuangan dengan karakteristik ekonomi yang sama ketika terdapat bukti objektif penurunan nilai, tetapi penurunan nilai secara individu belum dapat diidentifikasi. Dalam menilai kebutuhan untuk cadangan kolektif, manajemen mempertimbangkan faktor-faktor seperti antara lain kualitas kredit, industri, dan jenis produk.

Guna membuat estimasi cadangan yang diperlukan, asumsi dibuat untuk menentukan kerugian yang melekat dan untuk menentukan parameter input yang diperlukan berdasarkan pengalaman masa lalu dan kondisi ekonomi saat ini.

Keakuratan penyisihan tergantung pada seberapa baik estimasi arus kas masa depan untuk cadangan *counterparty* tertentu dan asumsi model dan parameter yang digunakan dalam menentukan cadangan kolektif.

Cadangan kerugian penurunan nilai atas aset produktif (untuk Entitas Anak)

Aset produktif terdiri dari giro pada Bank Indonesia dan penempatan pada Bank Indonesia dalam bentuk Fasilitas Simpanan Bank Indonesia Syariah (FASBIS), giro pada bank lain, penempatan pada bank lain, investasi pada efek-efek, pembiayaan *mudharabah*, pembiayaan *musyarakah*, aset yang diperoleh untuk *ijarah*, serta komitmen dan kontinjensi yang berisiko kredit.

**3. USE OF SIGNIFICANT ACCOUNTING
ESTIMATES AND JUDGEMENTS (continued)**

Although these estimates and assumption are based on management's best knowledge of current events and activities, actual result may differ from those estimates and assumption.

Allowance for impairment losses of financial assets

Financial assets accounted for at amortised cost are evaluated for impairment on a basis described in Note 2g.

The specific counterparty conditions of the total allowances for impairment applies to financial assets evaluated individually for impairment and is based upon management's best estimate of the present value of the cash flows that are expected to be received. In estimating these cash flows, management makes judgements about the counterparty's financial situation and the net realisable value of any underlying collateral. Each impaired asset is assessed on its merits and the workout strategy and estimated cash flows considered recoverable.

Collectively assessed impairment allowances cover credit losses inherent in portfolios of financial assets with similar economic characteristics when there is objective evidence to suggest that they contain impaired financial assets, but the individual impaired items cannot yet be identified. In assessing the need for collective allowances, management considers factors such as credit quality, industry, and type of product amongst others.

In order to estimate the required allowance, assumptions are made to define the way inherent losses are modelled and to determine the required input parameters, based on historical experience and current economic conditions.

The accuracy of the allowances depends on how well these estimate future cash flows for specific counterparty allowances and the model assumptions and parameters used in determining collective allowances.

Allowance for impairment losses on earning assets (for Subsidiary)

Earning assets consist of current accounts with Bank Indonesia, placements with Bank Indonesia in the form of Bank Indonesia Sharia Deposit Facilities (FASBIS), current accounts with other banks, placements with other banks, marketable securities, mudharabah and musyarakah financing, assets acquired for ijarah, and commitments and contingencies which carry credit risk.

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**3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN
AKUNTANSI YANG PENTING (lanjutan)**

Cadangan kerugian penurunan nilai atas aset produktif (untuk Entitas Anak) (lanjutan)

Sesuai dengan Peraturan Bank Indonesia (PBI), Bank mengklasifikasikan aset produktif ke dalam satu dari lima kategori dan aset nonproduktif ke dalam satu dari empat kategori. Aset produktif tidak bermasalah (*performing*) diklasifikasikan sebagai "Lancar" dan "Dalam Perhatian Khusus", sedangkan aset produktif bermasalah (*non-performing*) diklasifikasikan kedalam tiga kategori yaitu: "Kurang Lancar", "Diragukan" dan "Macet". Kategori untuk aset non-produktif terdiri dari "Lancar", "Kurang Lancar", "Diragukan" dan "Macet".

Penilaian kualitas aset bank umum berdasarkan prinsip syariah diatur dalam Peraturan Otoritas Jasa Keuangan (POJK) No.16/POJK.03/2014 tanggal 18 November 2014 tentang "Penilaian Kualitas Aset bagi Bank Umum Syariah dan Unit Usaha Syariah".

Agunan yang diambil alih

Agunan yang diambil alih diukur sebesar nilai yang lebih rendah antara nilai tercatat dan nilai bersih yang dapat direalisasi. Nilai bersih yang dapat direalisasi adalah nilai wajar agunan yang diambil alih dikurangi dengan estimasi biaya untuk menjual agunan tersebut. Selisih lebih saldo kredit diatas nilai bersih yang dapat direalisasi dari agunan yang diambil alih dibebankan ke dalam akun cadangan kerugian penurunan nilai aset non keuangan.

Kondisi agunan yang diambil alih dievaluasi secara individu berdasarkan estimasi terbaik manajemen atas nilai kini arus kas yang diharapkan akan diterima. Dalam mengestimasi nilai bersih yang dapat direalisasi tersebut, manajemen membuat pertimbangan berdasarkan nilai realisasi bersih dari setiap agunan berdasarkan hasil penilaian dari penilai independen dan estimasi waktu dan arus kas yang diterima dari penjualan aset tersebut. Setiap aset yang mengalami penurunan nilai dinilai sesuai dengan kondisi, dan strategi penyelesaian serta estimasi arus kas yang diperkirakan dapat diterima.

**3. USE OF SIGNIFICANT ACCOUNTING
ESTIMATES AND JUDGEMENTS (continued)**

Allowance for impairment losses on earning assets (for Subsidiary) (continued)

In accordance with Bank Indonesia Regulations (PBI), the Bank classifies earning assets into one of five categories and non-earning assets into one of four categories. Performing earning assets categorised as "Current" and "Special Mention", while non-performing earning assets are categorized into three categories: "Substandard", "Doubtful", and "Loss". Non-Earning assets are divided into "Current", "Substandard", "Doubtful", and "Loss".

The assessment of asset quality of commercial banks under sharia principle is regulated by Otoritas Jasa Keuangan Regulations (POJK No.16/POJK.03/2014 dated 18 November 2014 regarding "Assessment of the Quality of Assets of Sharia Commercial Bank and Sharia Business Unit".

Foreclosed assets

Foreclosed assets are stated at lower amount of carrying amount and net realisable value. Net realisable value is the fair value of the foreclosed assets less the estimated costs to sell the assets. The excess of loan receivable over the net realisable value of the foreclosed assets is charged to allowance for impairment losses on non financial assets.

The specific condition of foreclosed assets is individually evaluated based on management's best estimate of the present value of the expected cash flows to be received. In estimating these cash flows, management makes judgments about the net realisable value of each foreclosed asset based the result of independent appraisal and estimated time and cash received from selling the foreclosed assets. Each impaired assets will be measured based on its merits, and the workout strategy and estimated cash flows considered recoverable.

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**3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN
AKUNTANSI YANG PENTING (lanjutan)**

Imbalan kerja karyawan

Nilai kini atas imbalan kerja karyawan tergantung dari banyaknya faktor yang dipertimbangkan oleh aktuaris berdasarkan beberapa asumsi. Perubahan atas asumsi-asumsi tersebut akan mempengaruhi nilai tercatat atas imbalan kerja karyawan.

Asumsi yang digunakan dalam menentukan biaya atau pendapatan untuk imbalan kerja termasuk tingkat diskonto. Grup menentukan tingkat diskonto yang tepat pada setiap akhir tahun. Ini merupakan tingkat suku bunga yang digunakan untuk menentukan nilai kini atas arus kas masa depan yang diestimasi akan digunakan untuk membayar imbalan kerja. Dalam menentukan tingkat diskonto yang tepat, Grup mempertimbangkan tingkat suku bunga atas Obligasi Pemerintah yang mempunyai jatuh tempo yang menyerupai jangka waktu imbalan kerja karyawan.

Asumsi kunci liabilitas pensiun lainnya sebagian ditentukan berdasarkan kondisi pasar saat ini (lihat Catatan 25).

Penentuan nilai wajar

Dalam menentukan nilai wajar atas aset keuangan dan liabilitas keuangan dimana tidak terdapat harga pasar yang dapat diobservasi, Grup harus menggunakan teknik penilaian seperti dijelaskan pada Catatan 2d.

Informasi mengenai penentuan nilai wajar dari instrumen keuangan diungkapkan pada Catatan 48.

Dalam mengukur nilai wajar atas aset dan liabilitas non-keuangan, Grup menggunakan data pasar yang dapat diobservasi jika memungkinkan.

Perpajakan

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan dan pajak lainnya. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti dalam kegiatan usaha normal. Grup mengakui liabilitas pajak penghasilan badan dan pajak lainnya berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan dan pajak lainnya.

**3. USE OF SIGNIFICANT ACCOUNTING
ESTIMATES AND JUDGEMENTS (continued)**

Employee benefit

The present value of the employee benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Any changes in these assumptions will impact the carrying amount of employee benefit obligations.

The assumptions used in determining the net cost (income) for employee benefits include the discount rate. The Group determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Group considers the interest rates of Government Bonds that have terms to maturity approximating the terms of the related employee benefit liability.

Other key assumptions for pension obligations are partly based on current market conditions (refer to Note 25).

Determining fair values

The determining of fair value for financial assets and financial liabilities for which there is no observable market price requires the use of valuation techniques as described in Note 2d.

Information about the determination of fair value of financial instruments is disclosed in Note 48.

When measuring the fair value for non-financial assets and liabilities, the Group uses observable market data to extent possible.

Taxation

Significant consideration is made in determining the provision of corporate income tax and other taxes. There are certain transactions and calculations that the final tax determination is uncertain in the normal course of business. The Group recognised liability for corporate income tax and other taxes based on an estimate whether there would be an additional corporate income tax and other taxes.

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4. KAS

4. CASH

	<u>2018</u>	<u>2017</u>	
Kas dalam khasanah			Cash in vault
Rupiah	56,247,595	70,008,430	Rupiah
Mata uang asing			Foreign currency
Dolar Amerika Serikat	965,329	1,651,178	United States Dollar
Dolar Singapura	102,910	10,155	Singapore Dollar
Euro Eropa	100,863	146,126	European Euro
Dolar Australia	69,104	-	Australian Dollar
China Yuan	3,136	-	China Yuan
Yen Jepang	-	120,520	Japan Yen
Dolar Hong Kong	-	2,014	Hong Kong Dollar
Kas	<u>187,000</u>	<u>204,000</u>	Cash on hand
	<u>57,675,937</u>	<u>72,142,423</u>	

5. GIRO PADA BANK INDONESIA

5. CURRENT ACCOUNTS WITH BANK INDONESIA

	<u>2018</u>	<u>2017</u>	
Rupiah	1,523,465,480	1,751,940,506	Rupiah
Dolar Amerika Serikat	<u>27,609,600</u>	<u>16,620,188</u>	United States Dollar
	<u>1,551,075,080</u>	<u>1,768,560,694</u>	

Pada tanggal 31 Desember 2018 dan 2017, saldo giro pada Bank Indonesia termasuk giro yang berdasarkan pada prinsip perbankan Syariah (Entitas Anak) masing-masing adalah sebesar Rp 35.378.223 dan Rp 85.512.539.

As at 31 December 2018 and 2017, current accounts with Bank Indonesia include amounts under Sharia banking principles (Subsidiary) of Rp 35,378,223 and Rp 85,512,539, respectively.

Rasio GWM Grup pada tanggal 31 Desember 2018 dan 2017 adalah sebagai berikut:

As at 31 December 2018 and 2017, the GWM ratios of the Group are as follows:

	<u>2018</u>	<u>2017</u>	
Bank Umum - Konvensional			Commercial Bank - Conventional
Rupiah			Rupiah
Giro Wajib Minimum *)	7.26%	7.97%	Minimum Statutory Reserve *)
Penyangga Likuiditas Makroprudensial **)	13.84%	17.37%	Macroprudential Liquidity Buffer **)
Rasio Intermediasi Makroprudensial ***)	0.41%	1.03%	Macroprudential Intermediation Ratio ***)
Valuta Asing	8.09%	8.97%	Foreign Currencies
Bank Syariah			Sharia Bank
Rupiah			Rupiah
Giro Wajib Minimum*)	5.11%	6.49%	Minimum Statutory Reserve*)

*) Sebelumnya Giro Wajib Minimum Primer
 **) Sebelumnya Giro Wajib Minimum Sekunder
 ***) Sebelumnya Giro Wajib Minimum LFR

Previously Primary Minimum Statutory Reserve *)
 Previously Secondary Minimum Statutory Reserve **)
 Previously Loan to Funding Ratio Minimum Statutory Reserve ***)

Saldo giro pada Bank Indonesia disediakan untuk memenuhi persyaratan Giro Wajib Minimum (GWM) dari Bank Indonesia.

Current accounts with Bank Indonesia are provided to fulfill Bank Indonesia's requirements on Minimum Reserve Requirements (GWM).

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5. GIRO PADA BANK INDONESIA (lanjutan)

Rasio GWM Bank dan Entitas Anak pada tanggal 31 Desember 2018 dihitung berdasarkan Peraturan Bank Indonesia No. 20/3/PBI/2018 tanggal 29 Maret 2018 tentang Giro Wajib Minimum Dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional, Bank Umum Syariah dan Unit Usaha Syariah.

Berdasarkan Peraturan Bank Indonesia No. 20/4/PBI/2018 tanggal 3 April 2018 tentang Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial Bagi Bank Umum Konvensional, Bank Umum Syariah dan Unit Usaha Syariah, Bank juga wajib menghitung Rasio Intermediasi Makroprudensial (RIM) dan rasio Penyangga Likuiditas Makroprudensial (PLM).

Rasio GWM Bank pada tanggal 31 Desember 2017 dihitung berdasarkan Peraturan Bank Indonesia No. 19/6/PBI/2017 tentang Perubahan Kelima atas Peraturan Bank Indonesia No. 15/15/PBI/2013 tentang Giro Wajib Minimum Bank Umum Dalam Rupiah dan Valuta Asing bagi Bank Umum Konvensional dan Peraturan Anggota Dewan Gubernur No. 19/4/PADG/2017 tentang Giro Wajib Minimum Bank Umum Dalam Rupiah dan Valuta Asing bagi Bank Umum Konvensional, serta Peraturan Bank Indonesia No. 15/16/PBI/2013 tentang Giro Wajib Minimum dalam Rupiah dan Valuta Asing bagi Bank Umum Syariah dan Unit Usaha Syariah.

Rasio GWM Entitas Anak pada tanggal 31 Desember 2017 dihitung berdasarkan Peraturan Bank Indonesia No. 15/16/PBI/2013 tentang Giro Wajib Minimum dalam Rupiah dan Valuta Asing bagi Bank Umum Syariah dan Unit Usaha Syariah.

Pada tanggal 31 Desember 2018, rasio GWM primer Bank (bank konvensional) adalah sebesar 7,26% untuk mata uang Rupiah dan 8,09% untuk valuta asing. Rasio GWM primer untuk Entitas Anak adalah sebesar 5,11%. Rasio GWM RIM untuk Bank (bank konvensional) adalah 0,41%, sedangkan GWM RIM untuk Entitas Anak adalah nihil, karena RIM Entitas Anak berada dalam kisaran target RIM.

Pada tanggal 31 Desember 2018, rasio GWM PLM Bank adalah sebesar 13,84%.

GWM PLM/Sekunder yang dimiliki Bank dalam bentuk Sertifikat Bank Indonesia ("SBI"), Surat Utang Negara ("SUN"), Surat Berharga Syariah Negara ("SBSN"), dan/atau kelebihan saldo rekening Giro Rupiah Bank dari GWM primer dan GWM RIM/LFR.

**5. CURRENT ACCOUNTS WITH BANK INDONESIA
(continued)**

The Bank and Subsidiary's GWM ratios as of 31 December 2018 are calculated based on Bank Indonesia Regulation No. 20/3/PBI/2018 dated 29 March 2018 regarding Minimum Reserve Requirement in Rupiah and Foreign Currencies for Commercial Banks, Sharia Banks and Sharia Business Units.

Based on Bank Indonesia Regulation No. 20/4/PBI/2018 dated 3 April 2018 regarding Macro-prudential Intermediation Ratio and Macro-prudential Liquidity Buffer for Commercial Conventional Banks, Sharia Banks and Sharia Business Unit, the Bank is required to calculate Macro-prudential Intermediation Ratio (RIM) and Macro-prudential Liquidity Buffer (PLM) ratio.

The Bank's GWM ratios as of 31 December 2017 are calculated based on Bank Indonesia Regulation No. 19/6/PBI/2017 regarding The Fifth Amendment to Bank Indonesia Regulation No. 15/15/PBI/2013 regarding Minimum Reserve Requirements in Rupiah and Foreign Currency for Conventional Bank and Board Member of Governor Regulation No. 19/4/PADG/2017, and Bank Indonesia Regulation No. 15/16/PBI/2013 regarding Minimum Reserve Requirements in Rupiah and Foreign Currency for Sharia Banks and Sharia Business Unit.

The GWM ratios for Subsidiary as of 31 December 2017 are calculated based on Bank Indonesia Regulation No. 15/16/PBI/2013 regarding Minimum Reserve Requirements in Rupiah and Foreign Currency for Sharia Banks and Sharia Business Unit.

As of 31 December 2018, the Bank's primary GWM ratios (conventional bank) was 7.26% for Rupiah currency and 8.09% for foreign currency. The GWM ratios of Subsidiary were 5.11%. GWM RIM ratio for the Bank (conventional bank) are 0.41%, while GWM RIM for Subsidiary was nil, because the Subsidiary's RIM was within the target range.

As of 31 December 2018, the Bank's GWM PLM ratio was 13.84%.

GWM PLM/Secondary maintained by Bank comprised of Certificates of Bank Indonesia ("SBI"), Government Debenture Debt ("SUN"), Sharia Government Securities ("SBSN"), and/or excess reserve of the Bank's Current Accounts in Rupiah over the primary GWM and GWM RIM/LFR.

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5. GIRO PADA BANK INDONESIA (lanjutan)

Pada tanggal 31 Desember 2017, rasio GWM Bank (bank konvensional) adalah 25,34% untuk mata uang Rupiah dan 8,97% untuk valuta asing. Rasio GWM Bank (bank konvensional) untuk mata uang Rupiah pada tanggal 31 Desember 2017 terdiri dari rasio GWM primer sebesar 7,97% dan rasio GWM sekunder sebesar 17,37%. GWM LFR pada tanggal 31 Desember 2017 sebesar 1,03%.

Pada tanggal 31 Desember 2017, rasio GWM Entitas Anak adalah sebesar 6,49%.

Bank telah memenuhi peraturan Bank Indonesia yang berlaku tentang Giro Wajib Minimum bank umum konvensional dan Entitas Anak pada tanggal 31 Desember 2018 dan 2017.

**5. CURRENT ACCOUNTS WITH BANK INDONESIA
(continued)**

As of 31 December 2017, the Bank's GWM ratios (conventional bank) was 25.34% for Rupiah and 8.97% for foreign currency. The Bank's GWM ratios (conventional bank) for Rupiah currency as of 31 December 2017 consisted of primary GWM ratio of 7.97% and secondary GWM ratio of 17.37%. The GWM on LFR as of 31 December 2017 was 1.03%.

As of 31 December 2017, the GWM ratios of Subsidiary were 6.49%.

The Bank has fulfilled the prevailing Bank Indonesia's regulation regarding Minimum Reserve Requirements for conventional banks and Subsidiary as of 31 December 2018 and 2017.

6. GIRO PADA BANK LAIN

a. Berdasarkan bank

	<u>2018</u>	<u>2017</u>
Rupiah		
PT Bank Central Asia Tbk.	36,754,250	25,536,269
PT Bank Mandiri (Persero) Tbk.	3,403,034	2,177,087
PT Maybank Tbk.	296,730	-
PT Bank Pan Indonesia Tbk.	111,298	15,613
PT Bank Negara Indonesia (Persero) Tbk.	101,935	100,000
PT Bank Syariah Mandiri	-	1,707
	<u>40,667,247</u>	<u>27,830,676</u>
Mata Uang Asing		
PT Bank Negara Indonesia (Persero) Tbk.	32,738,529	30,542,753
PT Bank Central Asia Tbk.	15,832,729	1,092,279
PT Bank Mandiri (Persero) Tbk.	2,121,361	2,849,157
Oldenburgische Landesbank AG	320,421	12,043,516
OCBC Bank, Singapura	281,449	872,581
	<u>51,294,489</u>	<u>47,400,286</u>
	<u>91,961,736</u>	<u>75,230,962</u>

Pada tanggal 31 Desember 2018 dan 2017, saldo giro pada bank lain (pihak ketiga) termasuk giro yang berdasarkan pada prinsip perbankan Syariah (Entitas Anak) masing-masing adalah sebesar Rp 4.184.674 dan Rp 2.710.051.

Pada tanggal 31 Desember 2018 dan 2017, tidak terdapat giro pada bank lain yang dijaminkan.

b. Berdasarkan kolektibilitas sesuai Peraturan Bank Indonesia

Pada tanggal 31 Desember 2018 dan 2017, semua giro pada bank lain diklasifikasikan lancar.

6. CURRENT ACCOUNTS WITH OTHER BANK

a. By bank

Rupiah
PT Bank Central Asia Tbk.
PT Bank Mandiri (Persero) Tbk.
PT Bank Maybank Tbk.
PT Bank Pan Indonesia Tbk.
PT Bank Negara Indonesia (Persero) Tbk.
PT Bank Syariah Mandiri
Foreign Currency
PT Bank Negara Indonesia (Persero) Tbk.
PT Bank Central Asia Tbk.
PT Bank Mandiri (Persero) Tbk.
Oldenburgische Landesbank AG
OCBC Bank, Singapore

As at 31 December 2018 and 2017, current accounts with other banks (third parties) include amount under Sharia banking principles (Subsidiary) of Rp 4,184,674 and Rp 2,710,051, respectively.

As at 31 December 2018 and 2017, there are no current accounts with other banks pledged as collateral.

b. By collectibility according to Bank Indonesia Regulation

All current accounts with other banks are classified as current as at 31 December 2018 and 2017.

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6. GIRO PADA BANK LAIN (lanjutan)

c. Cadangan kerugian penurunan nilai adalah sebagai berikut:

Pada tanggal 31 Desember 2018 dan 2017, tidak terdapat giro pada bank lain yang mengalami penurunan nilai.

Manajemen berpendapat tidak diperlukan cadangan kerugian penurunan nilai pada tanggal 31 Desember 2018 dan 2017.

**6. CURRENT ACCOUNTS WITH OTHER BANK
(continued)**

c. Allowance for impairment losses are as follows:

As at 31 December 2018 and 2017, there is no current accounts with other banks classified as impaired.

Management believes that no allowances for impairment losses is required as at 31 December 2018 and 2017.

7. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN

a. Berdasarkan jenis, pihak dan bank

	<u>2018</u>	<u>2017</u>
Fasilitas simpanan Bank Indonesia (FASBI)	129,985,421	797,843,268
Sertifikat Investasi Mudharabah Antar Bank (SIMA)		
PT Bank Jateng - Unit Syariah	160,000,000	-
PT Bank Syariah Bukopin	50,000,000	-
PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara - Unit Syariah	35,000,000	50,000,000
PT Bank Mega Syariah	20,000,000	-
Bank Sinarmas Syariah	-	90,000,000
PT Bank Panin Dubai Syariah	-	40,000,000
PT Bank Muamalat Indonesia Tbk.	-	25,000,000
	<u>265,000,000</u>	<u>205,000,000</u>
Penempatan pada bank lain <u>Rupiah</u>		
PT Bank Sinarmas Tbk.	400,000,000	-
PT Bank Bukopin Tbk.	300,000,000	-
PT Bank Pembangunan Daerah Yogyakarta	250,000,000	-
Indonesia Eximbank	200,000,000	300,000,000
PT Bank Pembangunan Daerah Riau	200,000,000	-
PT Bank Pembangunan Daerah Sulawesi Selatan	150,000,000	100,000,000
PT Bank Kesejahteraan Tbk.	100,000,000	-
PT Bank Dinar Tbk.	40,000,000	-
PT Bank Pembangunan Daerah Jawa Timur Tbk.	-	105,000,000
PT Bank Pembangunan Daerah Bali	-	100,000,000
PT Bank J trust Indonesia Tbk.	-	50,000,000
PT Bank Pembangunan Daerah Jawa Tengah	-	50,000,000
	<u>1,640,000,000</u>	<u>705,000,000</u>
<u>Mata Uang Asing</u>		
PT Bank Mandiri (Persero) Tbk.	100,660,000	-
PT Bank Capital Indonesia Tbk.	71,900,000	-
PT Bank J Trust Indonesia Tbk.	-	27,135,000
	<u>172,560,000</u>	<u>27,135,000</u>
	<u>1,812,560,000</u>	<u>732,135,000</u>

7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS

a. By type, counterparties and bank

Fasilitas simpanan Bank Indonesia (FASBI)	
Sertifikat Investasi Mudharabah Antar Bank (SIMA)	
PT Bank Jateng - Unit Syariah	
PT Bank Syariah Bukopin	
PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara - Unit Syariah	
PT Bank Mega Syariah	
Bank Sinarmas Syariah	
PT Bank Panin Dubai Syariah	
PT Bank Muamalat Indonesia Tbk.	
Interbank Call Money <u>Rupiah</u>	
PT Bank Sinarmas Tbk.	
PT Bank Bukopin Tbk.	
PT Bank Pembangunan Daerah Yogyakarta	
Indonesia Eximbank	
PT Bank Pembangunan Daerah Riau	
PT Bank Pembangunan Daerah Sulawesi Selatan	
PT Bank Kesejahteraan Tbk.	
PT Bank Dinar Tbk.	
PT Bank Pembangunan Daerah Jawa Timur Tbk.	
PT Bank Pembangunan Daerah Bali	
PT Bank J Trust Indonesia Tbk.	
PT Bank Pembangunan Daerah Jawa Tengah	
<u>Foreign Currency</u>	
PT Bank Mandiri (Persero) Tbk.	
PT Bank Capital Indonesia Tbk.	
PT Bank J Trust Indonesia Tbk.	

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**7. PENEMPATAN PADA BANK INDONESIA DAN
BANK LAIN (lanjutan)**

a. Berdasarkan jenis, pihak dan bank (lanjutan)

	2018	2017
Sertifikat Deposito		
Rupiah		
PT Bank Mandiri (Persero) Tbk.	49,611,590	-
PT Bank Tabungan Negara (Persero) Tbk.	48,606,302	99,116,272
PT BPD Jawa Tengah	48,414,961	-
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.	47,609,075	44,424,084
PT Bank Negara Indonesia (Persero) Tbk.	-	94,929,967
PT Bank Mizuho Indonesia	-	48,682,171
PT Bank CIMB Niaga Tbk.	-	48,681,986
The Bank of Tokyo - Mitsubishi UFJ	-	43,759,777
	<u>194,241,928</u>	<u>379,594,257</u>
	<u>2,401,787,349</u>	<u>2,114,572,525</u>

Pada tanggal 31 Desember 2018 dan 2017, saldo penempatan pada Bank Indonesia dan bank lain termasuk penempatan yang berdasarkan prinsip perbankan Syariah (Entitas Anak) masing-masing adalah sebesar Rp 295.000.000 dan Rp 274.000.000.

Pada tanggal 31 Desember 2018 dan 2017, tidak terdapat penempatan pada bank lain yang dijaminkan.

b. Berdasarkan tenor jatuh tempo

	2018	2017
Kurang dari 1 bulan	2,007,545,421	1,594,978,268
1 sampai 3 bulan	200,000,000	140,000,000
Lebih dari 6 bulan	<u>194,241,928</u>	<u>379,594,257</u>
	<u>2,401,787,349</u>	<u>2,114,572,525</u>

c. Berdasarkan mata uang

	2018	2017
Rupiah	2,229,227,349	2,087,437,525
Dolar Amerika Serikat	<u>172,560,000</u>	<u>27,135,000</u>
	<u>2,401,787,349</u>	<u>2,114,572,525</u>

**d. Berdasarkan kolektibilitas sesuai Peraturan
Bank Indonesia**

Pada tanggal 31 Desember 2018 dan 2017, seluruh penempatan pada Bank Indonesia dan bank lain digolongkan sebagai lancar.

**7. PLACEMENTS WITH BANK INDONESIA AND
OTHER BANKS (continued)**

a. By type, counterparties and bank (continued)

Certificate of Deposit	
Rupiah	
PT Bank Mandiri (Persero) Tbk.	
PT Bank Tabungan Negara (Persero) Tbk.	
PT BPD Jawa Tengah	
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.	
PT Bank Negara Indonesia (Persero) Tbk.	
PT Bank Mizuho Indonesia	
PT Bank CIMB Niaga Tbk.	
The Bank of Tokyo - Mitsubishi UFJ	

As at 31 December 2018 and 2017, placements with Bank Indonesia and other Banks include amounts under Sharia banking principles (Subsidiary) of Rp 295,000,000 and Rp 274,000,000, respectively.

As at 31 December 2018 and 2017, there are no placements with other banks pledged as collateral.

b. By period maturity

Less than 1 month
1 up to 3 months
More than 6 months

c. By currency

Rupiah
United States Dollar

**d. By collectibility according to Bank Indonesia
Regulation**

As at 31 December 2018 and 2017, all placements with Bank Indonesia and other banks are classified as current.

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**7. PENEMPATAN PADA BANK INDONESIA DAN
BANK LAIN (lanjutan)**

e. Cadangan kerugian penurunan nilai

Pada tanggal 31 Desember 2018 dan 2017, tidak terdapat penempatan pada bank lain yang mengalami penurunan nilai. Manajemen berpendapat tidak diperlukan cadangan kerugian penurunan nilai pada tanggal 31 Desember 2018 dan 2017.

**7. PLACEMENTS WITH BANK INDONESIA AND
OTHER BANKS (continued)**

e. Allowance for impairment losses

As at 31 December 2018 and 2017, there is no placements with other banks classified as impaired. Management believes that no allowances for impairment losses is required as at 31 December 2018 and 2017.

8. EFEK-EFEK

a. Berdasarkan jenis

8. MARKETABLE SECURITIES

a. By type

	<u>2018</u>	<u>2017</u>	
Diperdagangkan			Trading
Rupiah			Rupiah
Reksadana	600,715,585	1,225,127,090	Mutual funds
Mata Uang Asing			Foreign Currency
Reksadana	-	94,795,426	Mutual funds
	<u>600,715,585</u>	<u>1,319,922,516</u>	
Tersedia untuk dijual			Available-for-sale
Rupiah			Rupiah
Surat Utang Negara	1,678,411,541	708,026,056	Government Promissory Notes
Obligasi korporasi	1,079,235,946	933,392,929	Corporate bonds
Surat Berharga Syariah Negara	162,789,154	1,371,118,909	Government Sharia Bonds
Wesel jangka menengah	100,000,000	100,000,000	Medium-term notes
Reksadana	99,747,409	141,506,726	Mutual funds
Sertifikat Bank Indonesia	-	892,135,645	Certificate of Bank Indonesia
	<u>3,120,184,050</u>	<u>4,146,180,265</u>	
Dimiliki hingga jatuh tempo			Hold to maturity
Rupiah			Rupiah
Reksadana	1,262,641,662	1,069,964,549	Mutual funds
Surat Utang Negara	1,174,457,707	349,796,099	Government Promissory Notes
Obligasi korporasi	231,063,743	288,291,578	Corporate bonds
Wesel jangka menengah	185,435,541	205,435,542	Medium-term notes
	<u>2,853,598,653</u>	<u>1,913,487,768</u>	
Diukur pada biaya perolehan			At cost
Rupiah			Rupiah
Surat Berharga Syariah Negara	210,917,198	510,343,348	Government Sharia Bonds
Surat Berharga Syariah Korporasi	12,062,434	40,158,021	Corporate Sharia Bonds
	<u>222,979,632</u>	<u>550,501,369</u>	
Jumlah	<u>6,797,477,920</u>	<u>7,930,091,918</u>	Total
Dikurangi:			Less :
Cadangan kerugian			Allowance for
penurunan nilai	<u>(72,957,274)</u>	<u>(32,308,798)</u>	impairment losses
Jumlah - bersih	<u>6,724,520,646</u>	<u>7,897,783,120</u>	Total - net

Pada tanggal 31 Desember 2018, terdapat efek-efek yang dijaminkan dengan nilai tercatat sebesar Rp 1.513.224.608. Pada tanggal 31 Desember 2017, tidak terdapat efek-efek yang dijaminkan (Catatan 22).

As at 31 December 2018, there are marketable securities pledged as collateral with carrying amount of Rp 1,513,224,608. As at 31 December 2017, there are no marketable securities pledged as collateral (Note 22).

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8. EFEK-EFEK (lanjutan)

b. Informasi lainnya

Pada tanggal 31 Desember 2018, Bank menjadi investor mayoritas dalam beberapa investasi unit reksa dana masing-masing sebesar Rp 1.135.000.267 (2017: Rp 841.424.801) (dimiliki hingga jatuh tempo) dan Rp 95.100.674 (2017: Rp 61.142.769) (tersedia untuk dijual).

c. Berdasarkan kolektibilitas sesuai Peraturan Bank Indonesia

	2018		2017		
	Nilai Tercatat/ Carrying Value	Cadangan/ Allowance	Nilai Tercatat/ Carrying Value	Cadangan/ Allowance	
Lancar	6,709,984,704	-	7,864,656,377	-	Current
Kurang lancar	-	-	65,435,541	(32,308,798)	Substandard
Macet	87,493,216	(72,957,274)	-	-	Loss
Jumlah	6,797,477,920	(72,957,274)	7,930,091,918	(32,308,798)	Total

d. Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

	2018	2017	
Saldo awal tahun	32,308,798	-	Balance at beginning of the year
Penyisihan/(pemulihan) selama tahun berjalan (Catatan 34)	40,648,476	32,308,798	Provision/(reversal) during the year (Note 34)
Saldo akhir tahun	72,957,274	32,308,798	Balance at end of the year
Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai di atas telah memadai.			
Management believes that the above allowance for impairment losses is adequate.			

8. MARKETABLE SECURITIES (continued)

b. Other information

As at 31 December 2018 and 2017, the Bank has become the major investor in some mutual funds amounting Rp 1,135,000,267 (2017: Rp 841,424,801) (held-to-maturity) and Rp 95,100,674 (2017: Rp 61,142,769) (available-for-sale).

c. By collectability as per Bank Indonesia

d. The changes in allowance for impairment losses are as follows:

9. EFEK - EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2018 adalah sebagai berikut:

9. SECURITIES PURCHASED UNDER RESALE AGREEMENTS

The securities purchased under resale agreements as at 31 December 2018 were as follows:

		2018				
Pihak lawan/ Counterparty	Jenis Efek/ Type of Securities	Nilai wajar/ Fair value amount	Tingkat suku bunga/ Interest rate	Tanggal dimulai/ Commencement date	Tanggal jatuh tempo/ Maturity date	Nilai tercatat/ Carrying amount
PT Bank Mega Tbk	FR0063	642,045,642	6.68%	26 Desember/ December 2018	4 Januari/ January 2019	579,006,911
PT Bank Mega Tbk	FR0061	469,127,434	6.92%	19 Desember/ December 2018	2 Januari/ January 2019	421,004,281
		<u>1,111,173,076</u>				<u>1,000,011,192</u>

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**9. EFEK - EFEK YANG DIBELI DENGAN JANJI
DIJUAL KEMBALI (lanjutan)**

Pada tanggal 31 Desember 2017, tidak terdapat efek-efek yang dibeli dengan janji dijual kembali.

Pada tanggal 31 Desember 2018, seluruh efek yang dibeli dengan janji dijual kembali digolongkan sebagai lancar.

Pada tanggal 31 Desember 2018, tidak terdapat efek-efek yang dibeli dengan janji dijual kembali yang mengalami penurunan nilai.

Manajemen berpendapat tidak diperlukan cadangan kerugian penurunan nilai pada tanggal 31 Desember 2018.

**9. SECURITIES PURCHASED UNDER RESALE
AGREEMENTS (continued)**

As at 31 December 2017, there is no securities purchased under resale agreements.

As at 31 December 2018, all securities purchased under resale agreements were classified as current.

As at 31 December 2018, there is no securities purchased under resale agreements classified as impaired.

Management believes that no allowance for impairment losses is required as at 31 December 2018.

**10. PENDAPATAN BUNGA YANG MASIH AKAN
DITERIMA**

10. INTEREST RECEIVABLES

	<u>2018</u>	<u>2017</u>	
Pinjaman yang diberikan, pembiayaan dan piutang syariah	124,746,135	170,227,820	Loans, sharia financing and receivables
Efek-efek	62,479,720	49,828,219	Marketable securities
Penempatan pada Bank Indonesia dan bank lain	<u>2,771,635</u>	<u>1,682,468</u>	Placement with Bank Indonesia and other banks
Jumlah	<u><u>189,997,490</u></u>	<u><u>221,738,507</u></u>	Total

**11. PINJAMAN YANG DIBERIKAN, PEMBIAYAAN
DAN PIUTANG SYARIAH**

**11. LOANS, SHARIA FINANCING AND
RECEIVABLES**

Semua pinjaman yang diberikan, pembiayaan dan piutang syariah kepada debitur menggunakan mata uang Rupiah.

All loans, sharia financing and receivables granted by the Bank to the debtors denominated in Rupiah.

a. Berdasarkan pihak dan jenis kredit

a. By counterparties and type

	<u>2018</u>	<u>2017</u>	
Pihak Berelasi			Related Parties
Pinjaman tetap	25,415,503	28,878,912	Fixed loans
Syariah	21,699,996	21,582,902	Sharia
Pinjaman tetap dengan angsuran	19,444,444	22,482,639	Fixed loans with installments
Pinjaman rekening koran	7,589,661	7,259,515	Overdraft loans
Pinjaman konsumen	6,074,860	3,920,794	Consumer loans
Pinjaman serba guna	<u>4,105,779</u>	<u>3,874,105</u>	Other loans
	<u><u>84,330,243</u></u>	<u><u>87,998,867</u></u>	

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**11. PINJAMAN YANG DIBERIKAN, PEMBIAYAAN
DAN PIUTANG SYARIAH (lanjutan)**

**11. LOANS, SHARIA FINANCING AND
RECEIVABLES (continued)**

a. Berdasarkan pihak dan jenis kredit (lanjutan)

a. By counterparties and type (continued)

	<u>2018</u>	<u>2017</u>	
Pihak Ketiga			Third Parties
Pinjaman tetap	10,533,070,536	9,194,194,077	<i>Fixed loans</i>
Pinjaman tetap dengan angsuran	3,254,541,700	3,957,921,929	<i>Fixed loans with installments</i>
Syariah	1,212,870,949	1,241,343,503	<i>Sharia</i>
Pinjaman rekening koran	966,295,240	882,305,463	<i>Overdraft loans</i>
Pinjaman konsumen	293,184,921	392,414,856	<i>Consumer loans</i>
Pinjaman serba guna	49,302,725	75,014,809	<i>Other loans</i>
Pinjaman tanpa agunan	-	70,823	<i>Unsecured loans</i>
	<u>16,309,266,071</u>	<u>15,743,265,460</u>	
	<u>16,393,596,314</u>	<u>15,831,264,327</u>	
Dikurangi: Cadangan kerugian penurunan nilai	<u>(290,824,754)</u>	<u>(254,576,594)</u>	<i>Less: Allowance for impairment of loan losses</i>
	<u>16,102,771,560</u>	<u>15,576,687,733</u>	

b. Berdasarkan pihak dan sektor ekonomi

b. By counterparties and economic sector

	<u>2018</u>	<u>2017</u>	
Pihak Berelasi			Related Parties
Perdagangan, restoran dan hotel	25,497,038	28,698,159	<i>Trading, restaurant, and hotel</i>
Syariah	21,699,996	21,582,902	<i>Sharia</i>
<i>Real estate</i>	19,444,444	22,482,639	<i>Real estate</i>
Lembaga pembiayaan	7,508,126	7,440,269	<i>Financing</i>
Lain-lain	10,180,639	7,794,898	<i>Others</i>
	<u>84,330,243</u>	<u>87,998,867</u>	
Pihak Ketiga			Third Parties
Lembaga pembiayaan	3,637,701,884	3,432,981,060	<i>Financing</i>
<i>Real estate</i>	3,297,732,207	3,225,869,980	<i>Real estate</i>
Perdagangan, restoran dan hotel	3,295,001,760	3,146,187,959	<i>Trading, restaurant, and hotel</i>
Industri	1,873,464,881	1,688,756,885	<i>Industry</i>
Syariah	1,212,870,949	1,241,343,502	<i>Sharia</i>
Konstruksi	902,426,800	816,599,678	<i>Construction</i>
Jasa-jasa sosial/masyarakat	579,851,510	638,435,819	<i>Social Community Service</i>
Lain-lain	1,510,216,080	1,553,090,577	<i>Others</i>
	<u>16,309,266,071</u>	<u>15,743,265,460</u>	
	<u>16,393,596,314</u>	<u>15,831,264,327</u>	
Dikurangi: Cadangan kerugian penurunan nilai	<u>(290,824,754)</u>	<u>(254,576,594)</u>	<i>Less: Allowance for impairment losses</i>
	<u>16,102,771,560</u>	<u>15,576,687,733</u>	

Pada tanggal 31 Desember 2018 dan 2017, rasio pinjaman kepada Usaha Mikro Kecil terhadap pinjaman yang diberikan sesuai dengan Surat Edaran Bank Indonesia No. 13/30/DPNP tanggal 16 Desember 2011 masing-masing sebesar 12,44% dan 8,79% (tidak diaudit).

As at 31 December 2018 and 2017, the ratio of micro business loans to the total loans in accordance with Bank Indonesia Circular Letter No. 13/30/DPNP dated 16 December 2011 was 12.44% and 8.79%, respectively (unaudited).

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DAN PIUTANG SYARIAH (lanjutan)**

**11. LOANS, SHARIA FINANCING AND
RECEIVABLES (continued)**

**c. Berdasarkan jangka waktu periode
perjanjian pinjaman**

c. By period of the loan agreement

	<u>2018</u>	<u>2017</u>	
Kurang dari 1 tahun	873,949,372	469,379,521	Less than 1 year
1 sampai dengan 2 tahun	6,169,912,333	5,831,486,315	1 up to 2 years
2 sampai dengan 5 tahun	3,380,992,197	4,603,723,856	2 up to 5 years
Lebih dari 5 tahun	<u>5,968,742,412</u>	<u>4,926,674,635</u>	More than 5 years
	16,393,596,314	15,831,264,327	
Dikurangi: Cadangan kerugian penurunan nilai	<u>(290,824,754)</u>	<u>(254,576,594)</u>	Less: Allowance for impairment losses
	<u>16,102,771,560</u>	<u>15,576,687,733</u>	

d. Berdasarkan sisa umur jatuh tempo

d. By remaining period to maturity

	<u>2018</u>	<u>2017</u>	
Kurang dari 1 tahun	7,623,905,504	6,515,503,362	Less than 1 year
1 sampai dengan 2 tahun	1,336,861,418	1,535,383,305	1 up to 2 years
2 sampai dengan 5 tahun	4,003,088,044	5,132,216,546	2 up to 5 years
Lebih dari 5 tahun	<u>3,429,741,348</u>	<u>2,648,161,114</u>	More than 5 years
	16,393,596,314	15,831,264,327	
Dikurangi: Cadangan kerugian penurunan nilai	<u>(290,824,754)</u>	<u>(254,576,594)</u>	Less: Allowance for impairment losses
	<u>16,102,771,560</u>	<u>15,576,687,733</u>	

**e. Berdasarkan kolektibilitas sesuai Peraturan
Bank Indonesia**

**e. By collectibility as per Bank Indonesia
Regulation**

	<u>2018</u>		<u>2017</u>		
	<u>Pokok/ Principal</u>	<u>Cadangan/ Allowance</u>	<u>Pokok/ Principal</u>	<u>Cadangan/ Allowance</u>	
Lancar	14,273,473,858	(30,117,655)	13,104,700,026	(30,203,733)	Current
Dalam perhatian khusus	1,542,876,472	(13,973,704)	2,223,799,730	(111,840,610)	Special Mention
Kurang lancar	14,009,982	(657,050)	39,977,174	(7,436,432)	Substandard
Diragukan	69,353,717	(20,133,300)	39,280,558	(6,506,561)	Doubtful
Macet	<u>493,882,285</u>	<u>(225,943,045)</u>	<u>423,506,839</u>	<u>(98,589,258)</u>	Loss
Jumlah	<u>16,393,596,314</u>	<u>(290,824,754)</u>	<u>15,831,264,327</u>	<u>(254,576,594)</u>	Total

**f. Pinjaman yang diberikan, pembiayaan dan
piutang syariah yang mengalami penurunan
nilai dan cadangan kerugian penurunan
nilainya berdasarkan sektor ekonomi**

**f. Impaired loans, sharia financing and
receivables and allowances for impairment
losses by economic sector**

Pinjaman yang mengalami penurunan nilai
berdasarkan sektor ekonomi dan cadangan
yang dibentuk:

Impaired loan based on economic sector and
allowance:

	<u>2018</u>	<u>2017</u>	
Industri	254,203,954	235,150,383	Industry
Perdagangan, restoran dan hotel	250,224,188	391,095,380	Trading, restaurant and hotel
Syariah	188,054,064	105,768,101	Sharia
Konstruksi	170,274,851	299,164,045	Construction
Jasa-jasa sosial / masyarakat	41,047,086	18,445,991	Social / community services
Real estate	469,000	46,974,121	Real estate
Lain-lain	<u>484,498,377</u>	<u>496,186,994</u>	Others
	<u>1,388,771,520</u>	<u>1,592,785,015</u>	

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**11. LOANS, SHARIA FINANCING AND
RECEIVABLES (continued)**

f. Pinjaman yang diberikan, pembiayaan dan piutang syariah yang mengalami penurunan nilai dan cadangan kerugian penurunan nilainya berdasarkan sektor ekonomi (lanjutan)

f. Impaired loans, sharia financing and receivables and allowances for impairment losses by economic sector (continued)

Pinjaman yang mengalami penurunan nilai berdasarkan sektor ekonomi dan cadangan yang dibentuk: (lanjutan)

Impaired loan based on economic sector and allowance: (continued)

	<u>2018</u>	<u>2017</u>	
Dikurangi:			Less:
Cadangan kerugian penurunan nilai	(253,117,528)	(175,459,340)	Allowance for impairment losses
Jumlah	<u><u>1,135,653,992</u></u>	<u><u>1,417,325,675</u></u>	Total

Pinjaman dikategorikan sebagai pinjaman yang bermasalah adalah termasuk pinjaman dalam kolektibilitas kurang lancar, diragukan, macet dan pinjaman yang direstrukturisasi. Termasuk dalam jumlah di atas adalah syariah yang direstrukturisasi sejumlah Rp 188.054.064 (2017: Rp 105.768.101).

Impaired loans consists of loans in collectibility substandard, doubtful, loss and restructured loans. Including the above amount are restructured loans, sharia financing and receivables of Rp 188,054,064 (2017: Rp 105,768,101).

Rasio pinjaman bermasalah (*Non-Performing Loan - NPL*) kotor Entitas Induk terhadap total pinjaman yang diberikan pada tanggal 31 Desember 2018 dan 2017 masing-masing sebesar 3,52% dan 3,18%. Rasio NPL neto Entitas Induk terhadap total pinjaman yang diberikan pada tanggal 31 Desember 2018 dan 2017 masing-masing sebesar 2,02% dan 2,46%.

The ratio of non-performing loan (NPL)-gross of Parent Entity as at 31 December 2018 and 2017 was 3.52% and 3.18% to total loans, respectively. Ratio NPL-net to total loans of Parent Entity as at 31 December 2018 and 2017 was 2.02% and 2.46%, respectively.

g. Pinjaman yang direstrukturisasi

g. Restructured loans

	<u>2018</u>	<u>2017</u>	
Penambahan plafon, penggabungan fasilitas, perpanjangan jangka waktu, penurunan suku bunga pinjaman	902,518,381	784,143,405	Additions of plafond, combined facility, extension of credit period, reduction of interest rate
Perpanjangan jangka waktu pinjaman	189,011,356	230,093,354	Extension of credit period
Penjadwalan kembali angsuran dan perpanjangan jangka waktu pinjaman	460,977,241	287,864,263	Rescheduling of installments and the extension of credit period
Penjadwalan kembali angsuran pinjaman	42,313,377	47,286,758	Rescheduling of installment loans
Jumlah pinjaman yang direstrukturisasi	<u>1,594,820,355</u>	<u>1,349,387,780</u>	Total restructured loans
Dikurangi: Cadangan kerugian penurunan nilai	(129,374,966)	(113,592,070)	Less: Allowance for impairment losses
	<u><u>1,465,445,389</u></u>	<u><u>1,235,795,710</u></u>	

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DAN PIUTANG SYARIAH (lanjutan)**

**11. LOANS, SHARIA FINANCING AND
RECEIVABLES (continued)**

h. Pembiayaan syariah

h. Sharia financing

Rincian pembiayaan dan piutang syariah pada tanggal 31 Desember 2018 dan 2017 adalah sebagai berikut:

The details of sharia financing and receivables as at 31 December 2018 and 2017 are as follows:

	<u>2018</u>	<u>2017</u>	
Pembiayaan <i>Musyarakah</i>	930,419,356	868,014,110	<i>Musyarakah financing</i>
Piutang <i>Murabahah</i>	243,560,442	325,631,988	<i>Murabahah receivables</i>
Pembiayaan <i>Mudharabah</i>	56,739,553	64,197,635	<i>Mudharabah financing</i>
Piutang <i>Ijarah</i>	<u>3,851,595</u>	<u>5,082,672</u>	<i>Ijarah receivables</i>
Jumlah pembiayaan dan piutang syariah	1,234,570,946	1,262,926,405	<i>Total sharia financing and receivables</i>
Dikurangi: Cadangan kerugian penurunan nilai	<u>(15,155,214)</u>	<u>(16,261,698)</u>	<i>Less: Allowance for impairment losses</i>
Jumlah pembiayaan dan piutang syariah - neto	<u>1,219,415,732</u>	<u>1,246,664,707</u>	<i>Total sharia financing and receivables - net</i>

i. Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

i. The changes in allowance for impairment losses are as follows:

	<u>2018</u>			
	<u>Kolektif/ Collective</u>	<u>Individual/ Individually</u>	<u>Jumlah/ Total</u>	
Saldo awal tahun	66,349,157	188,227,437	254,576,594	<i>Balance at beginning of the year</i>
Penerimaan kembali pinjaman yang telah dihapusbukukan tahun berjalan	1,548,200	11,542,419	13,090,619	<i>Recoveries from written-off loans during the year</i>
Penyisihan tahun berjalan (Catatan 34)	(12,596,855)	219,321,856	206,725,001	<i>Provision during the year (Note 34)</i>
Penghapusan tahun berjalan	<u>-</u>	<u>(183,567,460)</u>	<u>(183,567,460)</u>	<i>Write-off during the year</i>
Saldo akhir tahun	<u>55,300,502</u>	<u>235,524,252</u>	<u>290,824,754</u>	<i>Balance at end of the year</i>
	<u>2017</u>			
	<u>Kolektif/ Collective</u>	<u>Individual/ Individually</u>	<u>Jumlah/ Total</u>	
Saldo awal tahun	41,982,454	235,110,599	277,093,053	<i>Balance at beginning of the year</i>
Penerimaan kembali pinjaman yang telah dihapusbukukan tahun berjalan	-	12,129,036	12,129,036	<i>Recoveries from written-off loans during the year</i>
Penyisihan tahun berjalan (Catatan 34)	24,366,703	247,266,653	271,633,356	<i>Provision during the year (Note 34)</i>
Penghapusan tahun berjalan	<u>-</u>	<u>(306,278,851)</u>	<u>(306,278,851)</u>	<i>Write-off during the year</i>
Saldo akhir tahun	<u>66,349,157</u>	<u>188,227,437</u>	<u>254,576,594</u>	<i>Balance at end of the year</i>

Manajemen Grup berpendapat bahwa cadangan kerugian penurunan nilai untuk pinjaman yang diberikan, pembiayaan dan piutang syariah adalah cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya pinjaman.

The Group's management believe that allowance for impairment losses of loans, sharia financing and receivables is adequate to cover impairment losses that might arise from uncollectible loans.

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**11. PINJAMAN YANG DIBERIKAN, PEMBIAYAAN
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j. Pada tanggal 20 Januari 2005, BI mengeluarkan peraturan No. 7/3/PBI/2005 tentang "Batas Maksimum Pemberian Kredit ("BMPK") Bank Umum" yang berlaku efektif sejak tanggal 20 Januari 2005. Peraturan tersebut menetapkan batas maksimum penyediaan dana kepada satu peminjam yang bukan merupakan pihak berelasi tidak melebihi 20% dari modal Bank. Peraturan tersebut juga menetapkan batas maksimum penyediaan dana kepada satu kelompok peminjam yang bukan pihak berelasi tidak melebihi 25% dari modal Bank. Peraturan ini telah diubah dengan PBI No. 8/13/PBI/2006 tanggal 5 Oktober 2006 tentang kriteria penyediaan dana kepada pihak berelasi yang dikecualikan dari perhitungan BMPK. Pada tanggal 31 Desember 2018 dan 2017, tidak terdapat pelanggaran dan pelanggaran atas BMPK baik kepada pihak berelasi maupun pihak ketiga.

k. Jaminan atas pinjaman yang diberikan berupa tanah, bangunan, saham, giro, deposito berjangka, mesin, persediaan, dan piutang. Deposito berjangka yang dijadikan jaminan tunai untuk pinjaman yang diberikan pada tanggal 31 Desember 2018 dan 2017 masing-masing sebesar Rp 908.724.273 dan Rp 388.636.353 (Catatan 19) dengan *outstanding* pinjaman masing-masing sebesar Rp 780.522.637 dan Rp 304.930.658. Giro yang dijadikan jaminan tunai untuk pinjaman yang diberikan pada tanggal 31 Desember 2018 dan 2017 masing-masing sebesar Rp 135.785.123 dan Rp 34.766.587 (Catatan 19) dengan *outstanding* pinjaman masing-masing sebesar Rp 69.618.610 dan Rp 30.000.000. Deposito berjangka *Mudharabah* yang dijadikan jaminan atas piutang dan pembiayaan masing-masing berjumlah Rp 334.939.608 dan Rp 221.150.000 pada tanggal 31 Desember 2018 dan 2017 (Catatan 26).

**11. LOANS, SHARIA FINANCING AND
RECEIVABLES (continued)**

j. On 20 January 2005, BI issued regulation No. 7/3/PBI/2005 regarding "Legal Lending Limit ("LLL") for Commercial Banks" effective on 20 January 2005. This regulation requires the maximum lending limit to one non-related party borrower not to exceed 20% of the Bank's capital. This regulation also requires the maximum lending limit to non related party bank of borrowers not to exceed 25% of Bank's capital. This regulation has been amended by BI regulation No. 8/13/PBI/2006 dated 5 October 2006 regarding criteria of lending to related parties which exempted from calculation of the LLL. As at 31 December 2018 and 2017, there were no breach and no violation of the LLL requirements both to related parties and third parties.

k. Collaterals for loans are in form of as land, building, shares, demand deposits, time deposits, machinery, inventories, and receivables. Time deposits that are pledged as cash collateral for loans as at 31 December 2018 and 2017 amounted to Rp 908,724,273 and Rp 388,636,353 (Note 19) with loan outstanding of Rp 780,522,637 and Rp 304,930,658 respectively. Demand deposits that are pledged as cash collateral for loans as at 31 December 2018 and 2017 amounted to Rp 135,785,123 and Rp 34,766,587 (Note 19) with loan outstanding of Rp 69,618,610 and Rp 30,000,000, respectively. *Mudharabah* time deposits that are pledged as collateral for receivables and financing are amounted to Rp 334,939,608 and Rp 221,150,000 as at 31 December 2018 and 2017, respectively (Note 26).

12. TAGIHAN DAN UTANG AKSEPTASI

a. Berdasarkan mata uang

	2018	2017
Tagihan akseptasi		
Rupiah	71,246,238	51,285,823
Dolar Amerika Serikat	72,387,698	56,911,277
Euro Eropa	20,912,973	9,684,294
	<u>164,546,909</u>	<u>117,881,394</u>
Utang akseptasi		
Rupiah	67,897,604	11,648,655
Dolar Amerika Serikat	72,387,698	56,327,198
Euro Eropa	20,912,973	9,684,294
	<u>161,198,275</u>	<u>77,660,147</u>

12. ACCEPTANCE RECEIVABLES AND PAYABLES

a. By currencies

Acceptance receivables
Rupiah
United States Dollar
European Euro

Acceptance payables
Rupiah
United States Dollar
European Euro

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12. TAGIHAN DAN LIABILITAS AKSEPTASI (lanjutan)

**12. ACCEPTANCE RECEIVABLE AND PAYABLE
(continued)**

b. Berdasarkan kolektabilitas

Pada tanggal 31 Desember 2018 dan 2017, seluruh tagihan akseptasi digolongkan sebagai Lancar.

b. By collectibility

As at 31 December 2018 and 2017, all acceptance receivables were classified as Current.

c. Berdasarkan transaksi dengan pihak berelasi dan pihak ketiga

Pada tanggal 31 Desember 2018 dan 2017, tidak terdapat tagihan dan utang akseptasi yang berasal dari pihak berelasi.

c. By transactions with related party and third party

As at 31 December 2018 and 2017, there were no acceptance receivables and payables from related party.

d. Berdasarkan jangka waktu perjanjian

Tagihan dan utang akseptasi berdasarkan jangka waktu perjanjian adalah:

d. By term of agreements

The acceptance receivables and payables according to term of agreements are as follows:

	<u>2018</u>	<u>2017</u>	
Tagihan akseptasi			Acceptance Receivables
< 1 bulan	296,569	2,508,725	< 1 month
> 1-3 bulan	13,101,731	15,013,558	> 1-3 months
> 3-6 bulan	96,467,082	90,674,817	> 3-6 months
> 6 bulan	<u>54,681,527</u>	<u>9,684,294</u>	> 6 months
	<u>164,546,909</u>	<u>117,881,394</u>	
Utang akseptasi			Acceptance payables
< 1 bulan	296,569	1,455,033	< 1 month
> 1-3 bulan	9,753,097	13,734,004	> 1-3 months
> 3-6 bulan	96,467,082	52,786,815	> 3-6 months
> 6 bulan	<u>54,681,527</u>	<u>9,684,295</u>	> 6 months
	<u>161,198,275</u>	<u>77,660,147</u>	

e. Berdasarkan jatuh tempo

Tagihan dan utang akseptasi berdasarkan sisa jangka waktu sampai dengan jatuh tempo adalah sebagai berikut:

e. By maturity date

The acceptance receivables and payables according to the remaining period to maturity were as follows:

	<u>2018</u>	<u>2017</u>	
Tagihan akseptasi			Acceptance Receivables
< 1 bulan	28,590,903	3,092,805	< 1 month
> 1-3 bulan	67,396,381	67,216,294	> 1-3 months
> 3-6 bulan	46,295,070	47,572,295	> 3-6 months
> 6 bulan	<u>22,264,555</u>	<u>-</u>	> 6 months
	<u>164,546,909</u>	<u>117,881,394</u>	
Utang akseptasi			Acceptance payables
< 1 bulan	25,242,269	1,455,033	< 1 month
> 1-3 bulan	67,396,381	66,520,820	> 1-3 months
> 3-6 bulan	46,295,070	9,684,294	> 3-6 months
> 6 bulan	<u>22,264,555</u>	<u>-</u>	> 6 months
	<u>161,198,275</u>	<u>77,660,147</u>	

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12. TAGIHAN DAN LIABILITAS AKSEPTASI (lanjutan)

f. Cadangan kerugian penurunan nilai

Manajemen berpendapat bahwa tidak terdapat penurunan nilai atas tagihan akseptasi sehingga tidak diperlukan cadangan kerugian penurunan nilai.

**12. ACCEPTANCE RECEIVABLE AND PAYABLE
(continued)**

f. Allowance for impairment losses

Management believes that there is no impaired acceptance receivables, therefore no allowance for impairment losses is needed.

13. BIAYA DIBAYAR DIMUKA

13. PREPAID EXPENSES

	2018	2017	
Sewa dibayar dimuka	7,501,813	8,326,208	Prepaid rent
Pembiayaan	3,353,735	2,494,588	Financing
Renovasi gedung kantor	2,659,576	1,785,464	Office building renovation
Pengembangan teknologi	1,669,810	2,626,929	Technology development
Beban dibayar di muka personalia	-	96,800	Prepaid salaries expense
Lain-lain	6,218,607	4,532,324	Others
Jumlah	21,403,541	19,862,313	Total

Lain-lain sebagian besar terdiri dari premi asuransi dibayar dimuka, biaya keanggotaan OJK, biaya training dibayar dimuka dan biaya jasa pengantaran uang.

Others mainly consists of prepaid insurances, OJK membership fees, prepaid training expenses and cash delivery services.

14. ASET TETAP

14. FIXED ASSETS

	2018					
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Kapitalisasi/ Capitalisation	Reklasifikasi/ Reclassification*	Saldo akhir/ Ending balance
Biaya Perolehan						Acquisition Cost
Kepemilikan langsung:						Direct ownership:
Tanah dan bangunan	507,456,544	7,681,215	-	5,737,487	8,135,169	529,010,415
Kendaraan bermotor	8,333,602	4,467,460	(2,349,300)	-	-	10,451,762
Mesin-mesin dan peralatan	23,350,372	2,980,552	(813,408)	125,400	221,651	25,864,567
Perlengkapan dan perabotan kantor	7,603,388	834,441	(300,000)	-	-	8,137,829
Aset tetap dalam proses pembangunan	21,989,160	8,199,150	-	-	(8,563,816)	21,624,494
Jumlah biaya perolehan	568,733,066	24,162,818	(3,462,708)	5,862,887	(206,996)	595,089,067
Akumulasi Penyusutan						Accumulated Depreciation
Kepemilikan langsung:						Direct ownership:
Tanah dan bangunan	16,347,834	8,264,190	-	-	-	24,612,024
Kendaraan bermotor	5,624,845	1,607,001	(2,079,913)	-	-	5,151,933
Mesin-mesin dan peralatan	13,727,240	5,081,685	(678,947)	-	-	18,129,978
Perlengkapan dan perabotan kantor	5,032,030	1,140,761	(261,397)	-	-	5,911,394
Jumlah akumulasi penyusutan	40,731,949	16,093,637	(3,020,257)	-	-	53,805,329
Nilai buku neto	528,001,117					541,283,738

*) Pada tanggal 31 Desember 2018, terdapat porsi SHGB dan PPN perangkat lunak dalam aset tetap dalam proses pembangunan yang direklasifikasi menjadi aset takberwujud sebesar Rp 206.996.

*) As of 31 December 2018, there were portion of SHGB costs and VAT of software in assets under constructions which reclassified into intangible assets amounted to Rp 206,996.

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14. ASET TETAP (lanjutan)

14. FIXED ASSETS (continued)

	2017					
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Kapitalisasi/ Capitalisation	Reklasifikasi/ Reclassification	Saldo akhir/ Ending balance
Biaya Perolehan						Acquisition Cost
<u>Kepemilikan langsung:</u>						<u>Direct ownership:</u>
Tanah dan bangunan	500,363,374	-	-	2,129,285	4,963,885	507,456,544
Kendaraan bermotor	25,283,352	494,700	(17,444,450)	-	-	8,333,602
Mesin-mesin dan peralatan	17,092,621	6,620,148	(502,627)	9,000	131,230	23,350,372
Perlengkapan dan perabotan kantor	6,363,516	1,444,765	(112,400)	38,737	(131,230)	7,603,388
Aset tetap dalam proses pembangunan	26,127,336	825,709	-	-	(4,963,885)	21,989,160
Jumlah biaya perolehan	575,230,199	9,385,322	(18,059,477)	2,177,022	-	568,733,066
Akumulasi Penyusutan						Accumulated Depreciation
<u>Kepemilikan langsung:</u>						<u>Direct ownership:</u>
Tanah dan bangunan	7,377,855	7,269,805	-	-	1,700,174	16,347,834
Kendaraan bermotor	10,754,059	3,511,976	(8,641,190)	-	-	5,624,845
Mesin-mesin dan peralatan	8,983,666	4,929,789	(215,333)	-	29,118	13,727,240
Perlengkapan dan perabotan kantor	3,624,118	1,515,577	(78,547)	-	(29,118)	5,032,030
Jumlah akumulasi penyusutan	30,739,698	17,227,147	(8,935,070)	-	1,700,174	40,731,949
Nilai buku neto	544,490,501					Net book value

Penyusutan yang dibebankan pada beban umum dan administrasi masing-masing adalah sebesar Rp 16.093.637 dan Rp 17.227.147 untuk tahun yang berakhir pada tanggal 31 Desember 2018 dan 2017 (Catatan 35).

Depreciation charged to general and administrative expenses amounted to Rp 16,093,637 and Rp 17,227,147 for the years ended 31 December 2018 and 2017 (Note 35).

Rincian laba penjualan aset tetap adalah sebagai berikut:

The details of gain on sale of fixed assets are as follows:

	2018	2017	
Hasil penjualan aset tetap	912,768	12,406,270	Proceeds from sale of fixed assets
Nilai buku	442,452	9,023,404	Book value
Laba penjualan aset tetap	470,316	3,382,866	Gain on sale of fixed assets

Laba penjualan aset tetap disajikan sebagai bagian dari akun "Pendapatan Non Operasional - Neto" pada laporan laba rugi konsolidasian (Catatan 38).

Gain on sale of fixed assets is presented as part of "Non-Operating Income - Net" in the consolidated profit and loss (Note 38).

Aset tetap dalam proses pembangunan pada tanggal 31 Desember 2018 dan 2017 masing-masing sebesar Rp 21.624.494 dan Rp 21.989.160, merupakan tanah dan bangunan yang dibeli dan masih dalam tahap perizinan, perpanjangan Surat Hak Guna Bangunan (SHGB) dan Pajak Pertambahan Nilai (PPN) perangkat lunak. Konstruksi tersebut diperkirakan akan selesai antara tahun 2018 dan 2019.

Assets under construction as at 31 December 2018 and 2017 amounting to Rp 21,624,494 and Rp 21,989,160 respectively, related to land and buildings that were bought but still under licensing phase, extension of Rights to Build (SHGB) and value added tax (VAT) of softwares. Those constructions are estimated to be completed between 2018 and 2019.

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14. ASET TETAP (lanjutan)

Grup memiliki beberapa bidang tanah yang terletak di Jakarta, Bekasi, Surabaya, dan Denpasar dengan hak kepemilikan berupa Hak Guna Bangunan yang berjangka waktu antara 20 (dua puluh) sampai dengan 30 (tiga puluh) tahun yang akan jatuh tempo dalam berbagai tahun sampai tahun 2042. Manajemen berpendapat bahwa tidak terdapat masalah dengan perpanjangan hak atas tanah karena seluruh tanah diperoleh secara sah dan didukung dengan bukti pemilikan yang memadai.

Aset tetap, kecuali tanah, diasuransikan terhadap risiko kebakaran dan pencurian kepada PT Victoria Insurance (pihak berelasi), PT Asuransi Adira Dinamika, PT Asuransi Asei Indonesia, dan PT Asuransi Takaful Umum dengan nilai pertanggungan seluruhnya pada tanggal 31 Desember 2018 dan 2017 masing-masing sebesar Rp 225.349.752 dan Rp 220.533.372. Manajemen Grup berpendapat bahwa nilai pertanggungan tersebut telah memadai untuk menutup kemungkinan kerugian atas aset tetap yang dipertanggungkan.

Seluruh aset tetap yang ada pada tanggal pelaporan 31 Desember 2018 digunakan untuk menunjang aktivitas operasi Bank. Pada tanggal 31 Desember 2018 dan 2017, jumlah nilai perolehan aset tetap yang telah disusutkan penuh namun masih digunakan masing-masing adalah sebesar Rp 12.865.577 dan Rp 10.945.300.

Tidak terdapat aset tetap yang dihentikan dari penggunaan aktif atau diklasifikasikan sebagai tersedia untuk dijual.

14. FIXED ASSETS (continued)

Group own several fields of land in Jakarta, Bekasi, Surabaya, and Denpasar with Building Usage Rights (HGB) for 20 (twenty) up to 30 (thirty) years which will expire in various years up to 2042. The Bank's management believes that there will be no difficulty in the extension of the land rights since all of the land were acquired legally and supported by sufficient evidence of ownership.

Fixed assets, except land, are insured against losses by fire and theft risks to PT Victoria Insurance (related party), PT Asuransi Adira Dinamika, PT Asuransi Asei Indonesia, and PT Asuransi Takaful Umum with total insurance coverage as at 31 December 2018 and 2017 amounting Rp 225,349,752 and Rp 220,533,372. The Group's management believe that the insurance coverage is adequate to cover possible losses on fixed assets insured.

All of the fixed assets as at the reporting date 31 December 2018 are used to support the Bank's operation activities. As at 31 December 2018 and 2017, the total acquisition cost of fixed assets of the that have been fully depreciated but still in use amounted to Rp 12,865,577 and Rp 10,945,300, respectively.

There are no fixed assets discontinued from active use or classified as assets held for sale.

15. AGUNAN YANG DIAMBIL ALIH

Agunan yang diambil alih untuk penyelesaian pinjaman yang diberikan dicatat dalam akun "Agunan yang Diambil Alih" (AYDA). Rincian dalam akun ini adalah:

	<u>2018</u>	<u>2017</u>
Tanah dan bangunan	1,211,740,228	374,763,794
Dikurangi:		
Cadangan kerugian		
penurunan nilai	(157,720,295)	(87,125,562)
	<u>1,054,019,933</u>	<u>287,638,232</u>

Berdasarkan peraturan BI (PBI) No. 14/15/PBI/2012 tanggal 24 Oktober 2012 tentang "Penilaian Kualitas Aktiva Bank Umum", khususnya agunan yang diambil alih, Bank diwajibkan untuk melakukan upaya penyelesaian terhadap agunan yang diambil alih yang dimiliki.

15. FORECLOSED ASSETS

Foreclosed assets in settlement of loans are included in "Foreclosed assets" account. The details in the account are as follows:

Land and building
Less:
Allowance for
impairment losses

Based on BI Regulation (PBI) No. 14/15/PBI/2012 dated 24 October 2012 regarding "Asset Quality Ratings for Commercial Banks" and particularly on the foreclosed assets, Bank is required to have an action plan for settlement of its foreclosed assets.

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15. AGUNAN YANG DIAMBIL ALIH (lanjutan)

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai yang telah dibentuk cukup untuk menutup kemungkinan kerugian atas agunan yang diambil alih.

Mutasi nilai agunan yang diambil alih adalah sebagai berikut:

	<u>2018</u>	<u>2017</u>
Saldo awal	374,763,794	558,846,767
Penambahan selama tahun berjalan	913,017,183	1,600,175
Penjualan selama tahun berjalan	<u>(76,040,749)</u>	<u>(185,683,148)</u>
Saldo akhir	<u>1,211,740,228</u>	<u>374,763,794</u>

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

	<u>2018</u>	<u>2017</u>
Saldo awal	87,125,562	26,744,515
Penambahan selama tahun berjalan	<u>70,594,733</u>	<u>60,381,047</u>
Saldo akhir	<u>157,720,295</u>	<u>87,125,562</u>

15. FORECLOSED ASSETS (continued)

Management believes that the allowance for impairment losses is adequate to cover possible losses from foreclosed assets.

The changes in foreclosed assets are as follows:

	<u>2018</u>	<u>2017</u>
Saldo awal	374,763,794	558,846,767
Penambahan selama tahun berjalan	913,017,183	1,600,175
Penjualan selama tahun berjalan	<u>(76,040,749)</u>	<u>(185,683,148)</u>
Saldo akhir	<u>1,211,740,228</u>	<u>374,763,794</u>

The changes for allowance impairment losses of foreclosed assets are as follows:

	<u>2018</u>	<u>2017</u>
Saldo awal	87,125,562	26,744,515
Penambahan selama tahun berjalan	<u>70,594,733</u>	<u>60,381,047</u>
Saldo akhir	<u>157,720,295</u>	<u>87,125,562</u>

16. ASET TAKBERWUJUD

16. INTANGIBLE ASSETS

2018						
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Kapitalisasi/ Capitalisation	Reklasifikasi/ Reclassification*	Saldo akhir/ Ending balance
Biaya Perolehan	13,287,016	5,354,865	-	98,452	206,996	18,947,329
Dikurangi: Akumulasi amortisasi	(7,250,319)	(3,043,257)	-	-	-	(10,293,576)
Nilai buku neto	6,036,697					8,653,753
2017						
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Kapitalisasi/ Capitalisation	Reklasifikasi/ Reclassification	Saldo akhir/ Ending balance
Biaya Perolehan	9,939,142	3,347,874	-	-	-	13,287,016
Dikurangi: Akumulasi amortisasi	(4,862,912)	(2,387,407)	-	-	-	(7,250,319)
Nilai buku neto	5,076,230					6,036,697

*) Pada tanggal 31 Desember 2018, terdapat porsi SHGB dan PPN perangkat lunak dalam aset tetap dalam proses pembangunan yang direklasifikasi menjadi aset takberwujud sebesar Rp 206.996.

*) As of 31 December 2018, there were portion of SHGB costs and VAT of software in assets under constructions which reclassified into intangible assets amounted to Rp 206,996.

Amortisasi yang dibebankan pada beban umum dan administrasi masing-masing adalah sebesar Rp 3.043.257 dan Rp 2.387.407 untuk tahun yang berakhir pada tanggal 31 Desember 2018 dan 2017 (Catatan 35).

Amortisation charged to general and administrative expenses amounted to Rp 3,043,257 and Rp 2,387,407 for the years ended 31 December 2018 and 2017, respectively (Note 35).

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16. ASET TAKBERWUJUD (lanjutan)

Berdasarkan penelaahan manajemen Bank, tidak terdapat kejadian atau perubahan keadaan yang mengindikasikan adanya penurunan nilai aset takberwujud pada tanggal 31 Desember 2018 dan 2017.

16. INTANGIBLE ASSETS (continued)

Based on the Bank's management assessment, there are no events or changes in circumstances indicating an impairment of intangible assets as at 31 December 2018 and 2017.

17. ASET LAIN-LAIN - NETO

17. OTHER ASSETS - NET

	<u>2018</u>	<u>2017</u>	
Aset program pensiun	62,000,000	-	Assets of pension plan
Uang jaminan	7,611,497	7,490,159	Security deposits
Tagihan pihak ketiga	-	25,000,000	Receivables from third parties
Uang muka pembukaan cabang	-	1,797,400	Advance for branch opening
Lain-lain	<u>20,033,499</u>	<u>14,721,344</u>	Others
	<u>89,644,996</u>	<u>49,008,903</u>	

Uang jaminan merupakan uang yang disetor sebagai jaminan untuk sewa gedung kantor.

Security deposits represent deposit pledged as guarantee for building rental.

Aset program pensiun adalah investasi dalam bentuk polis asuransi yang diterbitkan oleh asuradur yang merupakan pihak berelasi, sehingga tidak bisa didefinisikan sebagai polis asuransi yang memenuhi syarat sesuai PSAK 24 dan tidak dapat mengurangi kewajiban imbalan kerja. Investasi ini telah dicairkan pada tanggal 21 Januari 2019.

Assets of pension plan are investment in form of insurance policy issued by insurer which is related party, then could not be defined as insurance policy which fulfill terms based on PSAK 24 and could not deducted employee benefit liability. This investment has been redeemed on 21 January 2019.

18. LIABILITAS SEGERA

18. OBLIGATIONS DUE IMMEDIATELY

	<u>2018</u>	<u>2017</u>	
Titipan pembiayaan	3,807,740	3,112,502	Financing funds
Titipan asuransi	27,323	31,832	Insurance funds
Liabilitas lainnya	<u>558,135</u>	<u>1,350,439</u>	Other liabilities
	<u>4,393,198</u>	<u>4,494,773</u>	

19. SIMPANAN NASABAH

19. DEPOSITS FROM CUSTOMERS

Semua simpanan nasabah adalah dalam mata uang Rupiah dan mata uang asing, terdiri dari:

All deposits from customers are in Rupiah currency and foreign currency, consist of:

	<u>2018</u>	<u>2017</u>	
Rupiah			Rupiah
Deposito berjangka	17,015,540,832	17,024,341,681	Time deposits
Tabungan	2,712,595,244	2,793,968,565	Savings deposits
Giro	<u>603,207,105</u>	<u>769,873,417</u>	Demand deposits
	20,331,343,181	20,588,183,663	
Mata Uang Asing			Foreign Currency
Deposito berjangka	231,598,123	164,931,757	Time deposits
Giro	<u>73,439,090</u>	<u>21,856,757</u>	Demand deposits
	<u>305,037,213</u>	<u>186,788,514</u>	
	<u>20,636,380,394</u>	<u>20,774,972,177</u>	

Simpanan nasabah dalam mata uang asing adalah Dolar Amerika Serikat, Dolar Singapura dan Euro Eropa.

All deposits from customers in foreign currency are denominated in United States Dollar, Singapore Dollar and European Euro.

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19. SIMPANAN NASABAH (lanjutan)

19. DEPOSITS FROM CUSTOMERS (continued)

a. Giro

a. Demand Deposits

i. Berdasarkan pihak lawan

i. By counterparties

	<u>2018</u>	<u>2017</u>	
Pihak berelasi	23,879,241	15,216,968	Related parties
Pihak ketiga	<u>652,766,954</u>	<u>776,513,206</u>	Third parties
Jumlah	<u><u>676,646,195</u></u>	<u><u>791,730,174</u></u>	Total

ii. Berdasarkan mata uang

ii. By currency

	<u>2018</u>	<u>2017</u>	
Rupiah	603,207,105	769,873,417	Rupiah
Dolar Amerika	72,507,603	9,115,862	United States Dollar
Euro Eropa	876,360	12,740,895	European Euro
Dolar Singapura	<u>55,127</u>	<u>-</u>	Singapore Dollar
Jumlah	<u><u>676,646,195</u></u>	<u><u>791,730,174</u></u>	Total

Pada tanggal 31 Desember 2018 dan 2017, jumlah giro *Wadiah* pihak ketiga yang berdasarkan pada prinsip perbankan Syariah (Entitas Anak) masing-masing adalah sebesar Rp 41.421.593 dan Rp 37.470.908.

As at 31 December 2018 and 2017, *Wadiah* demand deposits from third parties under Sharia banking principles (Subsidiary) amounted to Rp 41,421,593 and Rp 37,470,908, respectively.

Giro yang dijadikan sebagai jaminan tunai atas pinjaman yang diberikan pada tanggal 31 Desember 2018 dan 2017 masing-masing adalah sebesar Rp 135.785.123 dan Rp 34.766.587 (Catatan 11).

Demand deposits amounting to Rp 135,785,123 and Rp 34,766,587 are pledged as collateral or blocked as at 31 December 2018 and 2017, respectively (Note 11).

b. Tabungan

b. Savings Deposits

Berdasarkan pihak lawan

By counterparties

	<u>2018</u>	<u>2017</u>	
Pihak berelasi	48,382,173	53,881,117	Related parties
Pihak ketiga	<u>2,664,213,071</u>	<u>2,740,087,448</u>	Third parties
Jumlah	<u><u>2,712,595,244</u></u>	<u><u>2,793,968,565</u></u>	Total

Semua tabungan nasabah per 31 Desember 2018 dalam mata uang Rupiah.

All saving deposits from customers are denominated in Rupiah.

Pada tanggal 31 Desember 2018 dan 2017, tidak terdapat tabungan yang dijadikan jaminan tunai atas pinjaman yang diberikan.

As at 31 December 2018 and 2017, there are no savings deposits that are pledged as cash collateral.

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19. SIMPANAN NASABAH (lanjutan)

19. DEPOSITS FROM CUSTOMERS (continued)

c. Deposito Berjangka

c. Time Deposits

(i) Berdasarkan pihak lawan

(i) By counterparties

	<u>2018</u>	<u>2017</u>	
Pihak berelasi	110,504,362	98,277,864	<i>Related parties</i>
Pihak ketiga	<u>17,136,634,593</u>	<u>17,090,995,574</u>	<i>Third parties</i>
Jumlah	<u><u>17,247,138,955</u></u>	<u><u>17,189,273,438</u></u>	Total

(ii) Berdasarkan mata uang

(ii) By currency

	<u>2018</u>	<u>2017</u>	
Rupiah	17,015,540,832	17,024,341,681	<i>Rupiah</i>
Dolar Amerika	<u>231,598,123</u>	<u>164,931,757</u>	<i>United States Dollar</i>
Jumlah	<u><u>17,247,138,955</u></u>	<u><u>17,189,273,438</u></u>	Total

(iii) Berdasarkan periode

(iii) By period

	<u>2018</u>	<u>2017</u>	
1 bulan	6,515,122,750	6,593,196,668	<i>1 month</i>
3 bulan	6,665,412,275	7,315,928,023	<i>3 months</i>
6 bulan	2,503,789,608	2,157,989,881	<i>6 months</i>
12 bulan	<u>1,562,814,322</u>	<u>1,122,158,866</u>	<i>12 months</i>
Jumlah	<u><u>17,247,138,955</u></u>	<u><u>17,189,273,438</u></u>	Total

(iv) Berdasarkan sisa umur sampai dengan jatuh tempo

(iv) By remaining period until maturity

	<u>2018</u>	<u>2017</u>	
Kurang dari 1 bulan	9,274,519,664	4,768,613,167	<i>Less than 1 month</i>
1 sampai dengan 3 bulan	4,898,190,182	4,549,306,130	<i>1 up to 3 months</i>
3 sampai dengan 6 bulan	1,788,804,917	5,671,066,208	<i>3 up to 6 months</i>
6 sampai dengan 12 bulan	<u>1,285,624,192</u>	<u>2,200,287,933</u>	<i>6 up to 12 months</i>
Jumlah	<u><u>17,247,138,955</u></u>	<u><u>17,189,273,438</u></u>	Total

Deposito berjangka yang dijadikan sebagai jaminan tunai atas pinjaman yang diberikan pada tanggal 31 Desember 2018 dan 2017 masing-masing adalah sebesar Rp 908.724.273 dan Rp 388.636.353 (Catatan 11).

Time deposits which are pledged as collateral on loans as at 31 December 2018 and 2017 amounted to Rp 908,724,273 and Rp 388,636,353, respectively (Note 11).

Informasi mengenai tingkat suku bunga diungkapkan pada Catatan 47.

Informations respect to interest rate are disclosed in Note 47.

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20. SIMPANAN DARI BANK LAIN

Semua simpanan dari bank lain adalah dalam mata uang Rupiah dan terdiri dari:

20. DEPOSITS FROM OTHER BANKS

All deposits from other banks are denominated in Rupiah and consist of:

	2018	2017	
<i>Call money</i>	1,410,000,000	1,805,000,000	<i>Call money</i>
Deposito berjangka	117,510,652	182,140,338	<i>Time deposits</i>
Giro	59,886,471	91,739,969	<i>Demand deposits</i>
Tabungan	31,402,207	34,502,177	<i>Savings deposits</i>
SIMA (Sertifikat Investasi Mudharabah Antar Bank)	217,000,000	120,000,000	<i>SIMA (Mudharabah Interbank Investment Certificate)</i>
Deposito on call	-	3,500,000	<i>Deposits on call</i>
Jumlah	1,835,799,330	2,236,882,484	Total

a. Call Money

a. Call Money

(i) Berdasarkan pihak lawan

(i) By counterparties

	2018	2017	
Pihak ketiga			Third parties
PT Bank Mega Tbk.	360,000,000	350,000,000	<i>PT Bank Mega Tbk.</i>
PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta	200,000,000	150,000,000	<i>PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta</i>
PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara	100,000,000	250,000,000	<i>PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara</i>
PT Bank Pembangunan Daerah Jawa Timur	100,000,000	-	<i>PT Bank Pembangunan Daerah Jawa Timur</i>
PT Bank Negara Indonesia (Persero) Tbk.	90,000,000	75,000,000	<i>PT Bank Negara Indonesia (Persero) Tbk.</i>
PT Bank Rakyat Indonesia Agroniaga Tbk.	80,000,000	-	<i>PT Bank Rakyat Indonesia Agroniaga Tbk.</i>
PT Bank Pembangunan Daerah Papua	75,000,000	200,000,000	<i>PT Bank Pembangunan Daerah Papua</i>
PT Bank Capital Indonesia Tbk.	75,000,000	90,000,000	<i>PT Bank Capital Indonesia Tbk.</i>
PT Bank Mandiri (Persero) Tbk.	70,000,000	-	<i>PT Bank Mandiri (Persero) Tbk.</i>
PT Bank Sahabat Sampoerna	60,000,000	30,000,000	<i>PT Bank Sahabat Sampoerna</i>
PT Bank Pembangunan Daerah Sulawesi Tengah	50,000,000	25,000,000	<i>PT Bank Pembangunan Daerah Sulawesi Tengah</i>
PT Bank Ina Perdana Tbk.	40,000,000	30,000,000	<i>PT Bank Ina Perdana Tbk.</i>
PT Bank Index Selindo	35,000,000	30,000,000	<i>PT Bank Index Selindo</i>
PT Bank Pembangunan Daerah Jawa Barat	20,000,000	-	<i>PT Bank Pembangunan Daerah Jawa Barat</i>
PT Bank SinarmasTbk.	20,000,000	-	<i>PT Bank Sinarmas Tbk.</i>
PT Bank Artha Graha Internasional Tbk.	20,000,000	-	<i>PT Bank Artha Graha Internasional Tbk.</i>
PT Bank Prima Master	15,000,000	15,000,000	<i>PT Bank Prima Master</i>
PT Bank Mayapada International Tbk.	-	200,000,000	<i>PT Bank Mayapada International Tbk.</i>
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	-	100,000,000	<i>PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat</i>
PT Bank QNB Indonesia Tbk.	-	75,000,000	<i>PT Bank QNB Indonesia Tbk.</i>
PT Bank Mayora Tbk.	-	60,000,000	<i>PT Bank Mayora Tbk.</i>
PT Bank Agris Tbk.	-	30,000,000	<i>PT Bank Agris Tbk.</i>
PT Bank Yudha Bakti Tbk.	-	25,000,000	<i>PT Bank Yudha Bakti Tbk.</i>
PT Bank Oke Indonesia	-	20,000,000	<i>PT Bank Oke Indonesia</i>
PT Bank Ganesha	-	20,000,000	<i>PT Bank Ganesha</i>
PT Bank Dinar Tbk.	-	20,000,000	<i>PT Bank Dinar Tbk.</i>
PT Bank Multiarta Sentosa	-	10,000,000	<i>PT Bank Multiarta Sentosa</i>
Jumlah	1,410,000,000	1,805,000,000	Total

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20. SIMPANAN DARI BANK LAIN (lanjutan)

20. DEPOSITS FROM OTHER BANKS (continued)

a. Call Money (lanjutan)

a. Call Money (continued)

(ii) Berdasarkan periode

(ii) By period

	<u>2018</u>	<u>2017</u>	
1 bulan	1,410,000,000	1,805,000,000	1 month
Jumlah	<u>1,410,000,000</u>	<u>1,805,000,000</u>	Total

(iii) Berdasarkan sisa umur sampai dengan jatuh tempo

(iii) By remaining period until maturity

Seluruh *call money* akan jatuh tempo dalam periode 1 bulan.

All *call money* will be matured in 1 month period.

b. Deposito Berjangka

b. Time Deposits

(i) Berdasarkan pihak

(i) By counterparties

	<u>2018</u>	<u>2017</u>	
Pihak ketiga	117,510,652	182,140,338	Third parties

(ii) Berdasarkan periode

(ii) By period

	<u>2018</u>	<u>2017</u>	
1 bulan	84,500,652	145,080,338	1 month
3 bulan	32,000,000	33,750,000	3 months
6 bulan	10,000	2,010,000	6 months
12 bulan	1,000,000	1,300,000	12 months
Jumlah	<u>117,510,652</u>	<u>182,140,338</u>	Total

(iii) Berdasarkan sisa umur sampai dengan jatuh tempo

(iii) By remaining period until maturity

	<u>2018</u>	<u>2017</u>	
Kurang dari 1 bulan	97,500,652	66,614,788	Less than 1 month
1 sampai dengan 3 bulan	19,010,000	93,715,550	1 up to 3 months
3 sampai dengan 6 bulan	-	21,810,000	3 up to 6 months
6 sampai dengan 12 bulan	1,000,000	-	6 up to 12 months
Jumlah	<u>117,510,652</u>	<u>182,140,338</u>	Total

c. Giro dan tabungan

c. Demand and saving deposits

Pada tanggal 31 Desember 2018 dan 2017, tidak terdapat saldo giro dan tabungan dari pihak berelasi.

As at 31 December 2018 and 2017 there are no demand and saving deposits from related parties.

Informasi mengenai tingkat suku bunga diungkapkan pada Catatan 47.

Informations in respect to interest rates are disclosed in Note 47.

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21. EFEK-EFEK YANG DITERBITKAN

21. SECURITIES ISSUED

	2018	2017	
Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018	350,000,000	-	Bank Victoria Subordinated Bonds I Phase II Year 2018
Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017	300,000,000	300,000,000	Bank Victoria Self Registration Bonds I Phase I Year 2017
Obligasi Subordinasi Bank Victoria III Tahun 2013	300,000,000	300,000,000	Bank Victoria Subordinated Bonds III Year 2013
Obligasi Subordinasi Bank Victoria II Tahun 2012	300,000,000	300,000,000	Bank Victoria Subordinated Bonds II Year 2012
Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 Seri B	200,000,000	-	Bank Victoria Self Registration Bonds I Phase II Year 2018 Series B
Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 Seri A	100,000,000	-	Bank Victoria Self Registration Bonds I Phase II Year 2018 Series A
Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017	50,000,000	50,000,000	Bank Victoria Subordinated Bonds I Phase I Year 2017
Obligasi Bank Victoria IV Tahun 2013	-	200,000,000	Bank Victoria Bonds IV Year 2013
Jumlah	1,600,000,000	1,150,000,000	Total
Dikurangi: biaya emisi yang belum di amortisasi	(14,277,445)	(9,576,839)	Less: unamortised issuance cost
Jumlah	1,585,722,555	1,140,423,161	Total

Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II 2018

Bank Victoria Self Registration Bonds I Phase II Year 2018 and Subordinated Bonds I Phase II Year 2018

Pada tanggal 5 Juni 2018 Bank menerbitkan Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 masing-masing sebesar Rp 300.000.000 dan Rp 350.000.000.

On 5 June 2018, the Bank issued Bank Victoria Self Registration Bonds I Phase II Year 2018 and Bank Victoria Subordinated Bonds I Phase II Year 2018 amounting to Rp 300,000,000 and Rp 350,000,000, respectively.

Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 terdiri dari 2 (dua) seri Obligasi, yaitu sebagai berikut:

Bank Victoria Self Registration Bonds I Phase II Year 2018 consists of 2 (two) series of Bonds:

- Seri A dengan jumlah Pokok Obligasi sebesar Rp 100.000.000 dengan tingkat suku bunga tetap sebesar 9,70% per tahun, berjangka waktu 3 (tiga) tahun sejak Tanggal Emisi.
- Seri B dengan jumlah Pokok Obligasi sebesar Rp 200.000.000 dengan tingkat bunga tetap sebesar 10,30% per tahun, berjangka waktu 5 (lima) tahun sejak Tanggal Emisi.

- Series A amounted to Rp 100,000,000 with fixed rate of 9.70% per annum, tenor 3 (three) years since Emission Date.
- Series B amounted to Rp 200,000,000 with fixed rate of 10.30% per annum, tenor 5 (five) years since Emission Date.

Bunga Obligasi dibayarkan setiap 3 (tiga) bulan sekali. Pembayaran bunga Obligasi pertama dilakukan pada tanggal 5 September 2018 sedangkan pembayaran bunga Obligasi terakhir akan dilakukan pada tanggal jatuh tempo masing-masing seri Obligasi yaitu pada tanggal 5 Juni 2021 untuk Obligasi Seri A dan 5 Juni 2023 untuk Obligasi Seri B.

Interest of the bond paid every 3 (three) months starting from 5 September 2018 for the first payment whereas the last payment will be at the maturity date of each Bond, which on 5 June 2021 for Bonds Series A and on 5 June 2023 for Bonds Series B.

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21. EFEK-EFEK YANG DITERBITKAN (lanjutan)

Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II 2018 (lanjutan)

Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 memiliki tingkat suku bunga tetap sebesar 11,00% per tahun yang akan dibayarkan setiap 3 (tiga) bulan. Pembayaran Bunga Obligasi Subordinasi pertama dilakukan pada tanggal 5 September 2018, sedangkan pembayaran Bunga Obligasi Subordinasi terakhir akan dilakukan pada tanggal jatuh tempo Obligasi Subordinasi yaitu pada tanggal 5 Juni 2025.

Berdasarkan surat keterangan yang diberikan oleh PT Pemeringkat Efek Indonesia (Pefindo) No. 031/PEWF-DIR/IV/2018 pada 2 April 2018, keterangan terkait pemeringkatan atas Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 yang diterbitkan melalui rencana Penawaran Umum Berkelanjutan (PUB) terdapat pada surat Sertifikat Pemeringkatan No. 369/PEF-DIR/IV/2018 tanggal 2 April 2018 atas penetapan kembali peringkat Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 yang juga merupakan pemeringkatan atas Obligasi Berkelanjutan I Bank Victoria Tahap II Tahun 2018 (berdasarkan pemantauan atas Obligasi Berkelanjutan I Tahun 2017) yakni idA- dan pada surat Sertifikat Pemeringkatan No. 370/PEF-DIR/IV/2018 tanggal 2 April 2018 atas Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I 2017 yang juga merupakan pemeringkatan atas Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap II 2018 yakni idBBB.

Obligasi-obligasi tersebut di atas tidak dijamin dengan suatu agunan khusus dan tidak dijamin oleh pihak ketiga manapun dan tidak termasuk dalam Program Jaminan Pemerintah Terhadap Liabilitas Pembayaran Bank Umum.

Selaku Wali Amanat dari penerbitan obligasi ini adalah PT Bank Mega Tbk.

Tidak terdapat pelanggaran atas pembatasan perjanjian perwaliamanatan obligasi pada tanggal 31 Desember 2018 dan 2017.

Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017

Pada tanggal 11 Juli 2017, Bank menerbitkan Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 masing-masing sebesar Rp 300.000.000 dan Rp 50.000.000.

Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 memiliki tingkat suku bunga tetap sebesar 10,30% per tahun, yang akan dibayarkan setiap 3 (tiga) bulan. Pembayaran bunga pertama dilakukan pada tanggal 11 Oktober 2017 sedangkan pembayaran bunga obligasi terakhir yang sekaligus menjadi tanggal jatuh tempo obligasi akan dilakukan pada tanggal 11 Juli 2022.

21. SECURITIES ISSUED (continued)

Bank Victoria Self Registration Bonds I Phase II Year 2018 and Subordinated Bonds I Phase II Year 2018 (continued)

Bank Victoria Subordinated Bonds I Phase II Year 2018 has fixed rate of 11.00% per annum, and the interest will be paid every 3 (three) month starting from 5 September 2018 for the first payment whereas the last payment will be on 5 June 2025, at the maturity date of the Bond.

Based on the letter issued by PT Pemeringkat Efek Indonesia (Pefindo) No. 031/PEWF-DIR/IV/2018 dated 2 April 2018, the details related to the rating of Bank Victoria Self Registration Bonds I Phase II Year 2018 and Bank Victoria Subordinated Bonds I Phase II Year 2018 which was issued through Share Registration Public Offering (PBU) were available in the Rating Certificate No. 369/PEF-DIR/IV/2018 dated 2 April 2018 regarding the reassessment of Bank Victoria Self Registration Bonds I Phase I Year 2017 rating, including the assessment of Bank Victoria Self Registration Bonds I Phase II Year 2018 rating which was idA-, and in the Rating Certificate No. 370/PEF-DIR/IV/2018 dated 2 April 2018 regarding the reassessment of Bank Victoria Subordinated Bonds I Phase I Year 2017, including the assessment of Bank Victoria Subordinated Bonds I Phase II Year 2018 which was idBBB.

The above bonds are unsecured by a specific collateral and by third parties and are excluded from the Government Guarantee to Certain Liabilities of Commercial Banks Program.

The trustee of the bond issuance is PT Bank Mega Tbk.

There was no violation to the covenant of trusteeship agreement as at 31 December 2018 and 2017.

Bank Victoria Self Registration Bonds I Phase I Year 2017 and Subordinated Bonds I Phase I Year 2017

On 11 July 2017, the Bank issued Bank Victoria Self Registration Bonds I Phase I Year 2017 and Bank Victoria Subordinated Bonds I Phase I Year 2017 amounting to Rp 300,000,000 and Rp 50,000,000, respectively.

Bank Victoria Self Registration Bonds I Phase I Year 2017 has fixed rate of 10.30% per annum, and the interest will be paid every 3 (three) month starting from 11 October 2017 for the first payment whereas the last payment will be on 11 July 2022, at the maturity date of the Bond.

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21. EFEK-EFEK YANG DITERBITKAN (lanjutan)

Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 (lanjutan)

Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 memiliki tingkat suku bunga tetap sebesar 11,00% per tahun, yang akan dibayarkan setiap 3 (tiga) bulan. Pembayaran bunga pertama dilakukan pada tanggal 11 Oktober 2017 sedangkan pembayaran bunga obligasi terakhir yang sekaligus menjadi tanggal jatuh tempo obligasi akan dilakukan pada tanggal 11 Juli 2024.

Bank membayar bunga obligasi tersebut di atas sesuai dengan jadwal waktunya. Beban bunga atas Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 setiap tahunnya masing-masing sebesar Rp 30.900.000 dan Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 setiap tahunnya masing-masing sebesar Rp 5.500.000.

Berdasarkan pemeringkatan yang dilaksanakan oleh PT Pemeringkat Efek Indonesia (Pefindo) sesuai dengan Surat No. 369/PEF-Dir/IV/2018 tanggal 2 April 2018, hasil pemeringkatan atas Obligasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 adalah idA- dan Surat No. 370/PEF-Dir/IV/2018 tanggal 2 April 2018, hasil pemeringkatan atas Obligasi Subordinasi Berkelanjutan I Bank Victoria Tahap I Tahun 2017 adalah idBBB.

Obligasi-obligasi tersebut di atas tidak dijamin dengan suatu agunan khusus dan tidak dijamin oleh pihak ketiga manapun dan tidak termasuk dalam Program Jaminan Pemerintah Terhadap Liabilitas Pembayaran Bank Umum.

Selaku Wali Amanat dari penerbitan obligasi ini adalah PT Bank Mega Tbk.

Tidak terdapat pelanggaran atas pembatasan perjanjian perwaliamentan obligasi pada tanggal 31 Desember 2018 dan 2017.

Obligasi Bank Victoria IV Tahun 2013 dan Obligasi Subordinasi Bank Victoria III Tahun 2013

Pada tanggal 28 Juni 2013, Bank menerbitkan Obligasi Bank Victoria IV Tahun 2013 dan Obligasi Subordinasi Bank Victoria III Tahun 2013 masing-masing sebesar Rp 200.000.000 dan Rp 300.000.000.

Obligasi Bank Victoria IV memiliki tingkat suku bunga tetap sebesar 9,5% per tahun, yang akan dibayarkan setiap 3 (tiga) bulan. Pembayaran bunga pertama dilakukan pada tanggal 27 September 2013 sedangkan pembayaran bunga obligasi terakhir yang sekaligus menjadi tanggal jatuh tempo obligasi akan dilakukan pada tanggal 27 Juni 2018. Obligasi Bank Victoria IV telah dibayar penuh pada tanggal 26 Juni 2018.

21. SECURITIES ISSUED (continued)

Bank Victoria Self Registration Bonds I Phase I Year 2017 and Subordinated Bonds I Phase I Year 2017 (continued)

Bank Victoria Subordinated Bonds I Phase I Year 2017 has fixed rate of 11.00% per annum, and the interest will be paid every 3 (three) month starting from 11 October 2017 for the first payment whereas the last payment will be on 11 July 2024, at the maturity date of the Bond.

The Bank pays interest on the bonds in accordance with time schedules. Interest expense for the Bank Victoria Self Registration Bonds I Phase I Year 2017 amounted to Rp 30,900,000 per year and the Bank Victoria Subordinated Bonds I Phase I Year 2017 amounted to Rp 5,500,000 per year, respectively.

Based on the report issued by PT Pemeringkat Efek Indonesia (Pefindo) as stated in its Letter No. 369/PEF-Dir/IV/2018 dated 2 April 2018, the rating of Bank Victoria Self Registration Bonds I Phase I Year 2017 is idA- and Letter No. 370/PEF-Dir/IV/2018 dated 2 April 2018, the rating of Bank Victoria Subordinated Bonds I Phase I Year 2017 is idBBB.

The above bonds are unsecured by a specific collateral and by third parties and are excluded from the Government Guarantee to Certain Liabilities of Commercial Banks Program.

The trustee of the bond issuance is PT Bank Mega Tbk.

There was no violation to the covenant of trusteeship agreement as at 31 December 2018 and 2017.

Bank Victoria Bonds IV Year 2013 and Bank Victoria Subordinated Bonds III Year 2013

On 28 June 2013, the Bank issued Bank Victoria Bonds IV Year 2013 and Bank Victoria Subordinated Bonds III Year 2013 amounting to Rp 200,000,000 and Rp 300,000,000, respectively.

Bank Victoria Bonds IV has a fixed interest rate of 9.5% per annum, and the interest will be paid every 3 (three) months starting from 27 September 2013 for the first payment whereas the last payment will be on 27 June 2018, at the maturity date of the Bond. Bank Victoria Bonds IV has been fully paid on 26 June 2018.

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21. EFEK-EFEK YANG DITERBITKAN (lanjutan)

Obligasi Bank Victoria IV Tahun 2013 dan Obligasi Subordinasi Bank Victoria III Tahun 2013 (lanjutan)

Obligasi Subordinasi Bank Victoria III memiliki tingkat suku bunga tetap sebesar 10,5% per tahun, yang akan dibayarkan setiap 3 (tiga) bulan. Pembayaran bunga pertama dilakukan pada tanggal 27 September 2013 sedangkan pembayaran bunga obligasi terakhir yang sekaligus menjadi tanggal jatuh tempo obligasi akan dilakukan pada tanggal 27 Juni 2020.

Bank membayar bunga obligasi tersebut di atas sesuai dengan jadwal waktunya. Beban bunga atas Obligasi Bank Victoria IV setiap tahunnya masing-masing sebesar Rp 19.000.000 dan Obligasi Subordinasi Bank Victoria III setiap tahunnya masing-masing sebesar Rp 31.500.000.

Penerbitan obligasi ini telah memperoleh pernyataan efektif dari Dewan Komisiner Otoritas Jasa Keuangan dengan Surat No. S-179/D.04/2013 tanggal 19 Juni 2013 dan dicatatkan pada Bursa Efek Indonesia tanggal 28 Juni 2013.

Berdasarkan pemeringkatan yang dilaksanakan oleh PT Pemeringkat Efek Indonesia (Pefindo) sesuai dengan Surat No. 369/PEF-Dir/IV/2018 tanggal 2 April 2018, hasil pemeringkatan atas Obligasi Bank Victoria IV Tahun 2013 adalah idA- dan Surat No. 370/PEF-Dir/IV/2018 tanggal 2 April 2018, hasil pemeringkatan atas Obligasi Subordinasi Bank Victoria III Tahun 2013 adalah idBBB+.

Obligasi-obligasi tersebut di atas tidak dijamin dengan suatu agunan khusus dan tidak dijamin oleh pihak ketiga manapun dan tidak termasuk dalam Program Jaminan Pemerintah Terhadap Liabilitas Pembayaran Bank Umum.

Selaku Wali Amanat dari penerbitan obligasi ini adalah PT Bank Mega Tbk.

Tidak terdapat pelanggaran atas pembatasan perjanjian perwaliamanatan obligasi pada tanggal 31 Desember 2018 dan 2017.

Obligasi Bank Victoria III Tahun 2012 dan Obligasi Subordinasi Bank Victoria II Tahun 2012

Pada tanggal 27 Juni 2012, Bank menerbitkan Obligasi Bank Victoria III Tahun 2012 dan Obligasi Subordinasi Bank Victoria II Tahun 2012 masing-masing sebesar Rp 200.000.000 dan Rp 300.000.000.

21. SECURITIES ISSUED (continued)

Bank Victoria Bonds IV Year 2013 and Bank Victoria Subordinated Bonds III Year 2013 (continued)

Bank Victoria Subordinated Bonds III has a fixed interest rate of 10.5% per annum, and the interest will be paid every 3 (three) months starting from 27 September 2013 for the first payment whereas the last payment will be on 27 June 2020, at the maturity date of the bond.

The Bank pays interest on the bonds in accordance with time schedules. Interest expense for the Bank Victoria Bonds IV amounted to Rp 19,000,000 per year and the Bank Victoria Subordinated Bonds III amounted to Rp 31,500,000 per year, respectively.

The Bonds issuance has received the effective notification letter from the Board of Commissioner of Financial Services Authority in its Letter No. S-179/D.04/2013 dated 19 June 2013 and has been listed in Indonesian Stock Exchange dated 28 June 2013.

Based on the report issued by PT Pemeringkat Efek Indonesia (Pefindo) as stated in its Letter No. 369/PEF-Dir/IV/2018 dated 2 April 2018, the rating of Bank Victoria Bonds IV Year 2013 is idA- and Letter No. 370/PEF-Dir/IV/2018 dated 2 April 2018, the rating of Bank Victoria Subordinated Bonds III Year 2013 is idBBB+.

The above bonds are unsecured by a specific collateral and by third parties and are excluded from the Government Guarantee to Certain Liabilities of Commercial Banks Program.

The trustee of the bond issuance is PT Bank Mega Tbk.

There was no violation to the covenant of trusteeship agreement as at 31 December 2018 and 2017.

Bank Victoria Bonds III Year 2012 and Bank Victoria Subordinated Bonds II Year 2012

On 27 June 2012, the Bank issued Bank Victoria Bonds III Year 2012 and Bank Victoria Subordinated Bonds II Year 2012 amounting to Rp 200,000,000 and Rp 300,000,000, respectively.

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21. EFEK-EFEK YANG DITERBITKAN (lanjutan)

Obligasi Bank Victoria III Tahun 2012 dan Obligasi Subordinasi Bank Victoria II Tahun 2012 (lanjutan)

Obligasi Bank Victoria III Tahun 2012 memiliki tingkat suku bunga tetap sebesar 10% per tahun, yang akan dibayarkan setiap 3 (tiga) bulan. Pembayaran bunga pertama dilakukan pada tanggal 27 September 2012 sedangkan pembayaran bunga obligasi terakhir yang sekaligus menjadi tanggal jatuh tempo obligasi akan dilakukan pada tanggal 27 Juni 2017. Obligasi Bank Victoria III Tahun 2012 telah dibayar penuh pada tanggal 22 Juni 2017.

Obligasi Subordinasi Bank Victoria II Tahun 2012 memiliki tingkat suku bunga tetap sebesar 11% per tahun, yang akan dibayarkan setiap 3 (tiga) bulan. Pembayaran bunga pertama dilakukan pada tanggal 27 September 2012 sedangkan pembayaran bunga obligasi terakhir yang sekaligus menjadi tanggal jatuh tempo obligasi akan dilakukan pada tanggal 27 Juni 2019.

Bank membayar bunga obligasi tersebut di atas sesuai dengan jadwal waktunya. Beban bunga atas Obligasi Bank Victoria III Tahun 2012 setiap tahunnya masing-masing sebesar Rp 20.000.000 dan Obligasi Subordinasi Bank Victoria II Tahun 2012 setiap tahunnya masing-masing sebesar Rp 33.000.000.

Penerbitan obligasi ini telah memperoleh pernyataan efektif dari Ketua Bapepam dan LK dengan Surat No. S-7574/BL/2012 tanggal 19 Juni 2012 dan dicatatkan pada Bursa Efek Indonesia tanggal 28 Juni 2012.

Berdasarkan pemeringkatan yang dilaksanakan oleh PT Pemeringkat Efek Indonesia (Pefindo) sesuai dengan Surat No. 369/PEF-Dir/IV/2018 tanggal 2 April 2018, hasil pemeringkatan atas Obligasi Bank Victoria III Tahun 2012 adalah idA- dan Surat No. 370/PEF-Dir/IV/2018 tanggal 2 April 2018, hasil pemeringkatan atas Obligasi Subordinasi Bank Victoria II Tahun 2012 adalah idBBB+.

Obligasi-obligasi tersebut di atas tidak dijamin dengan suatu agunan khusus dan tidak dijamin oleh pihak ketiga manapun dan tidak termasuk dalam Program Jaminan Pemerintah Terhadap Liabilitas Pembayaran Bank Umum.

Selaku Wali Amanat dari penerbitan obligasi ini adalah PT Bank Mega Tbk.

Tidak terdapat pelanggaran atas pembatasan perjanjian perwaliamanatan obligasi pada tanggal 31 Desember 2018 dan 2017.

21. SECURITIES ISSUED (continued)

Bank Victoria Bonds III Year 2012 and Bank Victoria Subordinated Bonds II Year 2012 (continued)

Bank Victoria Bonds III Year 2012 has a fixed interest rate of 10% per annum, and the interest will be paid every 3 (three) months starting from 27 September 2012 for the first payment whereas the last payment will be on 27 June 2017, at the maturity date of the Bond. Bank Victoria Bonds III Year 2012 has been fully paid on 22 June 2017.

Bank Victoria Subordinated Bonds II Year 2012 has a fixed interest rate of 11% per annum, and the interest will be paid every 3 (three) months starting from 27 September 2012 for the first payment whereas the last payment will be on 27 June 2019, at the maturity date of the Bond.

The Bank pays interest on the bonds in accordance with time schedules. Interest expense for the Bank Victoria Bonds III Year 2012 amounted to Rp 20,000,000 per year and the Bank Victoria Subordinated Bonds II Year 2012 amounted to Rp 33,000,000 per year, respectively.

The Bonds issuance has received the effective notification letter from the Chairman of Bapepam and LK in its Letter No. S-7574/BL/2012 dated 19 June 2012 and has been listed in Indonesian Stock Exchange dated 28 June 2012.

Based on rating report by PT Pemeringkat Efek Indonesia (Pefindo) as stated in its Letter No. 369/PEF-Dir/IV/2018 dated 2 April 2018, the rating of Bank Victoria Bonds III Year 2012 is idA- and Letter No. 370/PEF-Dir/IV/2018 dated 2 April 2018, the rating of Bank Victoria Subordinated Bonds II Year 2012 is idBBB+.

The above bonds are unsecured by a specific collateral and by third parties and are excluded from the Government Guarantee to Certain Liabilities of Commercial Banks Program.

The trustee of the bond issuance is PT Bank Mega Tbk.

There was no violation to the covenant of trusteeship agreement as at 31 December 2018 and 2017.

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**22. EFEK-EFEK YANG DIJUAL DENGAN JANJI
DIBELI KEMBALI**

Efek-efek yang dijual dengan janji dibeli kembali pada tanggal 31 Desember 2018 adalah sebagai berikut:

**22. SECURITIES SOLD UNDER AGREEMENTS TO
REPURCHASE**

The securities sold under repurchase agreement as at 31 December 2018 were as follows:

2018						
Pihak Lawan/ Counterparty	Jenis Efek/ Type of Securities	Nilai Nominal/ Nominal amount	Tingkat suku bunga/ Interest rate	Tanggal dimulai/ Commencement date	Tanggal jatuh tempo/ Maturity date	Nilai tercatat/ Carrying amount
Bank Indonesia	PBS013	323,000,000	6.29%	26 Desember/ December 2018	2 Januari January 2019	302,663,597
PT Bank Mega Tbk	FR0059	298,427,000	6.95%	20 Desember/ December 2018	4 Januari/ January 2019	250,790,590
PT Bank Mega Tbk	FR0069	240,000,000	6.95%	20 Desember/ December 2018	4 Januari/ January 2019	216,984,962
PT Bank Mega Tbk	FR0065	274,811,000	6.60%	27 Desember/ December 2018	3 Januari/ January 2019	215,436,215
PT Bank Mega Tbk	ORI013	90,000,000	6.60%	27 Desember/ December 2018	3 Januari/ January 2019	80,413,297
PT Bank Mega Tbk	FR0064	89,840,000	6.60%	27 Desember/ December 2018	3 Januari/ January 2019	71,219,582
PT Bank Mega Tbk	ORI015	50,000,000	6.60%	27 Desember/ December 2018	3 Januari/ January 2019	45,353,390
PT Bank Mega Tbk	FR0074	46,102,303	6.95%	20 Desember/ December 2018	4 Januari/ January 2019	38,724,448
PT Bank Mega Tbk	FR0059	40,000,000	6.60%	27 Desember/ December 2018	3 Januari/ January 2019	33,750,000
PT Bank Mega Tbk	FR0061	30,000,000	6.60%	27 Desember/ December 2018	3 Januari/ January 2019	26,380,512
PT Bank Mega Tbk	FR0062	<u>30,289,152</u>	6.60%	27 Desember/ December 2018	3 Januari/ January 2019	<u>20,947,004</u>
		<u>1,512,469,455</u>				<u>1,302,663,597</u>

Pada tanggal 31 Desember 2017, Bank tidak memiliki efek-efek yang dijual dengan janji dibeli kembali.

As at 31 December 2017, Bank had no securities sold under repurchase agreements.

23. PERPAJAKAN

a. Utang pajak

23. TAXATION

a. Taxes payable

	2018	2017	
Entitas Induk			Parent Company
Pajak penghasilan badan			Corporate income tax
Pasal 29	<u>36,746,786</u>	<u>15,756,694</u>	Article 29
	<u>36,746,786</u>	<u>15,756,694</u>	
Pajak lainnya			Other taxes
Pasal 4 ayat 2	24,365,507	23,055,132	Article 4 (2)
Pasal 21	1,890,940	764,228	Article 21
Pasal 23	40,995	69,074	Article 23
Pajak Pertambahan Nilai	23,206	90,987	Value Added Tax
Pasal 26	<u>18,791</u>	<u>70,831</u>	Article 26
	<u>26,339,439</u>	<u>24,050,252</u>	
Jumlah utang pajak -			Total taxes payable
Entitas Induk	<u>63,086,225</u>	<u>39,806,946</u>	- Parent Company

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23. PERPAJAKAN (lanjutan)

23. TAXATION (continued)

a. Utang pajak (lanjutan)

a. Taxes payable (continued)

	<u>2018</u>	<u>2017</u>	
Entitas Anak			Subsidiary
Pajak lainnya			Other taxes
Pasal 4 ayat 2	81,357	71,548	Article 4 (2)
Pasal 21	444,198	429,536	Article 21
Pasal 23	<u>1,719,349</u>	<u>1,660,473</u>	Article 23
	<u>2,244,904</u>	<u>2,161,557</u>	
Jumlah utang pajak - Entitas Anak	<u><u>2,244,904</u></u>	<u><u>2,161,557</u></u>	Total taxes payable - Subsidiary
Konsolidasian			Consolidated
Pajak penghasilan badan			Corporate income tax
Pasal 29	<u>36,746,786</u>	<u>15,756,694</u>	Article 29
	<u>36,746,786</u>	<u>15,756,694</u>	
Pajak lainnya			Other taxes
Pasal 4 ayat 2	24,446,864	23,126,680	Article 4 (2)
Pasal 21	2,335,138	1,193,764	Article 21
Pasal 23	1,760,344	1,729,547	Article 23
Pajak Pertambahan Nilai	23,206	90,987	Value Added Tax
Pasal 26	<u>18,791</u>	<u>70,831</u>	Article 26
	<u>28,584,343</u>	<u>26,211,809</u>	
Jumlah utang pajak - Konsolidasian	<u><u>65,331,129</u></u>	<u><u>41,968,503</u></u>	Total taxes payable - Consolidated

b. Beban Pajak Penghasilan

b. Income Tax Expenses

Manfaat/(beban) pajak penghasilan terdiri dari:

Income tax benefit/(expense) consist of:

	<u>2018</u>	<u>2017</u>	
Entitas Induk			Parent Company
Pajak kini	(62,118,934)	(59,054,858)	Current tax
Pajak tangguhan	<u>49,202,648</u>	<u>20,513,614</u>	Deferred tax
Jumlah	<u><u>(12,916,286)</u></u>	<u><u>(38,541,244)</u></u>	Total
Entitas Anak			Subsidiary
Pajak kini	-	-	Current tax
Pajak tangguhan	<u>(1,361,709)</u>	<u>(1,505,464)</u>	Deferred tax
Jumlah	<u><u>(1,361,709)</u></u>	<u><u>(1,505,464)</u></u>	Total
Konsolidasian			Consolidated
Pajak kini	(62,118,934)	(59,054,858)	Current tax
Pajak tangguhan	<u>47,840,939</u>	<u>19,008,150</u>	Deferred tax
Jumlah	<u><u>(14,277,995)</u></u>	<u><u>(40,046,708)</u></u>	Total

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23. PERPAJAKAN (lanjutan)

23. TAXATION (continued)

b. Beban Pajak Penghasilan (lanjutan)

b. Income Tax Expenses (continued)

Rekonsiliasi antara laba sebelum beban pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan penghasilan kena pajak yang dihitung oleh Bank adalah sebagai berikut:

The reconciliation between income before income tax as shown in the consolidated statement of profit or loss and other comprehensive income with taxable income of the Bank is as follows:

	<u>2018</u>	<u>2017</u>	
Laba sebelum beban pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	93,359,916	176,137,469	Income before income tax expense per consolidated statement of profit or loss and other comprehensive income
Bagian (laba)/rugi neto Entitas Anak	(6,217,851)	(6,098,952)	Equity in net (income)/ loss of Subsidiary
Eliminasi dan penyesuaian	<u>4,870,246</u>	<u>(109,655)</u>	Elimination and adjustment
Laba sebelum pajak penghasilan - Entitas Induk (Bank)	<u>92,012,311</u>	<u>169,928,862</u>	Income before income tax - Parent Company (Bank)
Beda waktu:			Timing differences:
Imbalan pasca kerja	8,422,192	11,347,685	Post-employment benefits
Cadangan bonus, jasa profesional dan promosi	(12,011,883)	3,706,015	Accrue bonuses, professional fees and promotion expenses
Beban penyisihan kerugian penurunan nilai aset keuangan dan non- keuangan	200,400,286	67,000,754	Provision for impairment losses on financial and non-financial assets
Beda tetap:			Permanent differences:
Biaya pajak	-	1,695,491	Tax expenses
Tunjangan karyawan	3,026,525	4,551,901	Employees' allowance
Biaya pemasaran	557,137	3,900,131	Marketing expenses
Denda	-	41,250	Penalty
Representasi, jamuan dan biaya lainnya	381,115	1,036,804	Representative, entertainment and other expenses
Sumbangan	622,656	549,327	Donation
Pendapatan dari reksadana yang dikenakan pajak final	(38,427,629)	(27,195,491)	Income from mutual funds subject to final tax
Biaya operasional lainnya	<u>(6,506,976)</u>	<u>(343,295)</u>	Other operating expense
Penghasilan kena pajak	<u>248,475,734</u>	<u>236,219,434</u>	Taxable income
Beban pajak penghasilan kini:			Current tax expense:
Bank	62,118,934	59,054,858	Bank
Entitas Anak	<u>-</u>	<u>-</u>	Subsidiary
Beban pajak kini - konsolidasian	62,118,934	59,054,858	Current tax expense - consolidated
Dikurangi:			Less:
Pajak penghasilan pasal 25:			Income tax article 25:
Bank	(25,372,148)	(43,298,164)	Bank
Entitas Anak	<u>-</u>	<u>-</u>	Subsidiary
Utang pajak kini - Bank	36,746,786	15,756,694	Income tax payables - Bank
Entitas Anak	<u>-</u>	<u>-</u>	Subsidiary
	<u>36,746,786</u>	<u>15,756,694</u>	

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23. PERPAJAKAN (lanjutan)

23. TAXATION (continued)

b. Beban Pajak Penghasilan (lanjutan)

b. Income Tax Expenses (continued)

Rekonsiliasi atas beban pajak penghasilan Bank dengan perkalian laba akuntansi Bank sebelum beban pajak penghasilan dan tarif pajak yang berlaku adalah sebagai berikut:

The reconciliation between the Bank's income tax expense and the accounting income before tax expense and prevailing tax rate is as follows:

	2018	2017	
Laba konsolidasian sebelum pajak penghasilan	93,359,916	176,137,469	Consolidated income before income tax
Pajak dihitung dengan tarif pajak yang berlaku	(23,339,979)	(44,034,367)	Tax calculated at applicable tax rates
Dampak pajak penghasilan pada:			Tax effects of:
- Beban yang tidak dapat dikurangkan untuk tujuan pajak	10,086,793	3,940,971	Expenses not deductible for tax purposes
- Entitas Anak	336,900	1,552,152	Subsidiary
Manfaat/(beban) pajak penghasilan-neto	(12,916,286)	(38,541,244)	Income tax benefit/(expense)-net

Penghasilan kena pajak hasil rekonsiliasi diatas merupakan dasar dalam pengisian Surat Pemberitahuan (SPT) Tahunan PPh Badan Perseroan untuk tahun yang berakhir 31 Desember 2018. Perhitungan pajak penghasilan badan untuk tahun yang berakhir tanggal 31 Desember 2017 adalah sesuai dengan SPT Tahunan Perseroan.

Taxable income results from above reconciliation are the basis in filing the Company's annual Tax Return (SPT) of Corporate Income Tax for the year ended 31 December 2018. The calculations of income tax for the years ended 31 December 2017 conform to the Company's Annual Tax Return.

c. Pajak tangguhan

c. Deferred tax

	1 Januari/ January	2018 (Dibebankan)/ dikreditkan ke laporan laba rugi konsolidasian/ (Charged)/ credited consolidated profit or loss	(Dibebankan)/ dikreditkan ke pendapatan komprehensif lain konsolidasian/ (Charged)/ credited consolidated other comprehensive income	31 Desember/ December	
Entitas Induk					Parent Company
Aset pajak tangguhan:					Deferred tax assets:
Cadangan bonus, jasa profesional dan promosi nilai	11,874,119	(3,002,971)	-	8,871,148	Accrued bonuses, professional fee and promotion allowances for impairment losses
Cadangan kerugian penurunan nilai	63,138,695	50,100,071	-	113,238,766	Post-employment benefits
Imbalan pasca kerja	15,483,050	2,105,548	(2,042,917)	15,545,681	Deferred tax liabilities:
Liabilitas pajak tangguhan:					
Keuntungan/(kerugian) yang belum direalisasi atas perubahan nilai wajar surat-surat berharga tersedia untuk dijual	(23,220,988)	-	37,476,015	14,255,027	Unrealised gains/(losses) on changes in fair value of available-for-sale marketable securities
Aset/(liabilitas) pajak tangguhan Bank - bersih	67,274,876	49,202,648	35,433,098	151,910,622	Deferred tax asset/(liability) Bank - net
Aset/(liabilitas) pajak tangguhan Entitas Anak - bersih	23,129,288	(1,361,709)	(776,588)	20,990,991	Deferred tax asset/(liability) Subsidiary - net
Jumlah aset pajak tangguhan Konsolidasian - bersih	90,404,164	47,840,939	34,656,510	172,901,613	Total consolidated deferred tax assets - net

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23. PERPAJAKAN (lanjutan)

23. TAXATION (continued)

c. Pajak tangguhan (lanjutan)

c. Deferred tax (continued)

	2017				
		(Dibebankan)/ dikreditkan ke laporan laba rugi konsolidasian/ (Charged)/ credited consolidated profit or loss	(Dibebankan)/ dikreditkan ke pendapatan komprehensif lain konsolidasian/ (Charged)/ credited consolidated other comprehensive income		31 Desember/ December
Entitas Induk					Parent Company
Aset pajak tangguhan:					Deferred tax assets:
Cadangan bonus, jasa profesional dan promosi	2,870,416	9,003,703	-	11,874,119	Accrued bonuses, professional fee and promotion
Cadangan kerugian penurunan nilai	54,465,706	8,672,989	-	63,138,695	Allowances for impairment losses
Imbalan pasca kerja	12,554,067	2,836,921	92,062	15,483,050	Post-employment benefits
Liabilitas pajak tangguhan:					Deferred tax liabilities:
Keuntungan/(kerugian) yang belum direalisasi atas perubahan nilai wajar surat-surat berharga tersedia untuk dijual	4,709,212	-	(27,930,200)	(23,220,988)	Unrealised gains/(losses) on changes in fair value of available-for-sale marketable securities
Aset/(liabilitas) pajak tangguhan Bank - bersih	74,599,401	20,513,613	(27,838,138)	67,274,876	Deferred tax asset/(liability) Bank - net
Aset/(liabilitas) pajak tangguhan Entitas Anak - bersih	24,774,994	(1,505,463)	(140,243)	23,129,288	Deferred tax asset/(liability) Subsidiary - net
Jumlah aset pajak tangguhan konsolidasian - bersih	99,374,395	19,008,150	(27,978,381)	90,404,164	Total consolidated deferred tax assets - net

Manajemen berpendapat bahwa aset pajak tangguhan yang timbul dari perbedaan temporer kemungkinan besar dapat direalisasi pada tahun-tahun mendatang.

Management believes that total deferred tax assets arising from temporary differences are probable to be realised in the future years.

24. AKRUAL DAN LIABILITAS LAIN-LAIN

24. ACCRUALS AND OTHER LIABILITIES

	2018	2017	
Bunga yang masih harus dibayar	102,145,441	96,871,959	Interest payable
Kewajiban Transaksi ATM			ATM Transaction,
Internet Banking & Mobile Banking	16,338,443	13,020,965	Internet Banking & Mobile Banking liabilities
Beban akrual	6,105,019	5,239,342	Accrued expenses
Cadangan THR	6,096,139	5,061,448	THR Reserves
Pendapatan diterima di muka	90,016	111,241	Unearned revenues
Lain-lain	12,685,245	10,884,576	Others
Jumlah	143,460,303	131,189,531	Total

Beban akrual terutama terdiri dari biaya promosi, asuransi, pendidikan dan pengembangan, premi jaminan pihak ketiga dan jasa profesional.

Accrued expenses consist of promotion, insurance, study and development, third party guarantee and professional fees.

Saldo lain-lain pada tanggal 31 Desember 2018 dan 2017 terutama terdiri dari cadangan biaya promosi hadiah dan hutang kepada pihak ketiga.

The balance of others as at 31 December 2018 and 2017 mainly consist of accrued expense for promotion gift and liabilities to third parties.

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25. LIABILITAS IMBALAN KERJA KARYAWAN

25. EMPLOYEE BENEFITS OBLIGATION

	2018	2017	
Imbalan kerja jangka pendek (Bonus)	6,078,633	7,000,000	Short term employee benefit (Bonus)
Liabilitas imbalan pasca kerja	67,542,826	69,384,504	Post employment benefit liability
Jumlah	73,621,459	76,384,504	Total

Imbalan kerja jangka panjang

Long term employee benefit

Informasi di bawah ini mengikhtisarkan komponen beban imbalan pasca kerja karyawan Grup yang diakui di laporan laba rugi konsolidasian dan liabilitas imbalan pasca kerja karyawan Grup yang diakui di laporan posisi keuangan konsolidasian berdasarkan laporan aktuaris PT Ricky Leonard Jasatama, aktuaris independen untuk Grup, tertanggal 18 Januari 2019 dan 3 Januari 2018.

The following informations summarise the components of post-employment benefits expense of the Group recognised in the consolidated profit or loss and post-employment benefits liability of Group recognised in the consolidated statement of financial position, based on actuarial report of PT Ricky Leonard Jasatama, an independent actuary for the Group, dated 18 January 2019 and 3 January 2018.

a. Beban imbalan pasca kerja

a. Post-employment benefits expenses

	2018	2017	
Biaya jasa kini	8,690,525	10,263,291	Current service cost
Biaya bunga	4,654,950	3,991,799	Interest cost
Biaya jasa lalu yang diakui langsung (vested)	-	439,077	Immediate recognition of past service cost – vested benefits
Biaya pesangon pemutusan hubungan kerja	29,846	129,844	Severance payment
Jumlah	13,375,321	14,824,011	Total

b. Liabilitas imbalan pasca kerja

b. Post-employment benefits liability

	2018	2017	
Nilai kini kewajiban imbalan pasti	67,542,826	69,384,504	Present value of defined benefit obligations

Mutasi nilai kini kewajiban adalah sebagai berikut:

The movement in the present value of obligation are as follow:

	2018	2017	
Pada awal periode	69,384,504	56,653,626	At the beginning of the period
Biaya jasa kini	8,690,525	10,263,291	Current service cost
Beban bunga	4,654,950	3,991,799	Interest cost
Biaya jasa lalu	-	439,077	Past service cost
Imbalan yang dibayar	(3,819,061)	(1,981,512)	Benefits paid
Kerugian aktuarial	(11,368,092)	18,223	Actuarial losses
Pada akhir periode	67,542,826	69,384,504	At the end of the period

Asumsi-asumsi utama yang digunakan dalam menghitung liabilitas imbalan pasca kerja pada tanggal 31 Desember 2018 dan 2017 adalah sebagai berikut:

The principal assumptions used to determine the post-employment benefits liability as at 31 December 2018 and 2017 are as follows:

	2018	2017	
Bank			Bank
Usia pensiun normal	55 tahun/years	55 tahun/years	Normal retirement age
Tingkat mortalita	TM III	TM III	Mortality rate
Tingkat cacat	5% dari tingkat mortalita/ of mortality rate	5% dari tingkat mortalita/ of mortality rate	Disability rate
Tingkat pengunduran diri	5% per tahun/ per annum	5% per tahun/ per annum	Resignation rate
Tingkat kenaikan gaji	10% per tahun/ per annum	10% per tahun/ per annum	Salary increase rate
Tingkat suku bunga	8.45% per tahun/ per annum	7.31% per tahun/ per annum	Interest rate

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**25. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

Imbalan kerja jangka panjang (lanjutan)

b. Liabilitas imbalan pasca kerja (lanjutan)

	2018
<u>Entitas Anak</u>	
Usia pensiun normal	55 tahun/years
Tingkat mortalita	TM III
Tingkat cacat	5% dari tingkat mortalita/of
	<i>mortality rate</i>
Tingkat pengunduran diri	5% per tahun/ <i>per annum</i>
Tingkat kenaikan gaji	6% per tahun/ <i>per annum</i>
Tingkat suku bunga	8.45% per tahun/ <i>per annum</i>

Grup terekspos dengan beberapa risiko melalui program imbalan pasti, dengan risiko paling signifikan pada tingkat diskonto obligasi dan kenaikan gaji.

Tabel dibawah menunjukkan sensitivitas atas kemungkinan perubahan tingkat kenaikan gaji dan tingkat diskonto terhadap kewajiban imbalan pasca kerja Bank:

	2018	
	Peningkatan/ Increase by 100 bps	Penurunan/ Decrease by 100 bps
Tingkat diskonto	4,374,104	(5,011,465)
Kenaikan gaji	(4,875,670)	4,343,726
	2017	
	Peningkatan/ Increase by 100 bps	Penurunan/ Decrease by 100 bps
Tingkat diskonto	6,336,428	(7,395,401)
Kenaikan gaji	(7,139,012)	6,260,344

Analisis sensitivitas di atas didasarkan pada perubahan atas asumsi tunggal dengan asumsi lainnya konstan. Pada praktiknya, kecil kemungkinan hal tersebut terjadi, dan perubahan-perubahan dalam beberapa dalam beberapa asumsi mungkin saling berhubungan. Ketika melakukan perhitungan sensitivitas dari kewajiban imbalan pasti ke asumsi aktuarial yang signifikan, metode yang sama (nilai kini dari kewajiban imbalan pasti yang dihitung menggunakan *projected unit credit* pada akhir periode pelaporan) telah diterapkan seperti saat menghitung kewajiban pensiun yang diakui pada laporan posisi keuangan.

Perubahan imbal hasil obligasi

Penurunan imbal hasil obligasi korporasi akan meningkatkan liabilitas program, walaupun hal ini akan saling hapus secara sebagian dengan kenaikan dari nilai obligasi program yang dimiliki.

Harapan umur hidup

Sebagian besar dari kewajiban program menyediakan manfaat seumur hidup, sehingga kenaikan umur hidup akan mengakibatkan kenaikan liabilitas program.

Durasi rata-rata tertimbang dari kewajiban imbalan pasti adalah 19,09 tahun (2017: 19,13 tahun).

25. EMPLOYEE BENEFITS OBLIGATION (continued)

Long term employee benefit (continued)

**b. Post-employment benefits liability
(continued)**

	2017	
<u>Subsidiary</u>		
Usia pensiun normal	55 tahun/years	<i>Normal retirement age</i>
Tingkat mortalita	TM III	<i>Mortality rate</i>
Tingkat cacat	5% dari tingkat mortalita/of	<i>Disability rate</i>
	<i>mortality rate</i>	
Tingkat pengunduran diri	5% per tahun/ <i>per annum</i>	<i>Resignation rate</i>
Tingkat kenaikan gaji	10% per tahun/ <i>per annum</i>	<i>Salary increase rate</i>
Tingkat suku bunga	7.2% per tahun/ <i>per annum</i>	<i>Interest rate</i>

Group is exposed to a number of risks through its defined benefit pension plan, with the most significant risk on bond's discount rates and salary increase.

The following table represent the sensitivity analysis of a reasonably possible change in salary increase and discount rate of obligation to Bank's post-employment benefit obligation:

	2018	
	Peningkatan/ Increase by 100 bps	Penurunan/ Decrease by 100 bps
Tingkat diskonto	4,374,104	(5,011,465)
Kenaikan gaji	(4,875,670)	4,343,726
	2017	
	Peningkatan/ Increase by 100 bps	Penurunan/ Decrease by 100 bps
Tingkat diskonto	6,336,428	(7,395,401)
Kenaikan gaji	(7,139,012)	6,260,344

The above sensitivity analysis are based on a change in an assumption while holding all other assumption constant. In practice, this is unlikely to occur, and the changes in some of the assumption may be correlated. When calculation the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value if the defined benefit obligation calculation with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the statement of financial position.

Changes in bond yield

A decrease in corporate bond yields will increase plan liabilities, although this will be partially offset by an increase in the value of the plan's bond holdings.

Life expectancy

The majority of the plans' obligations are to provide benefits for the life of the member, so increases in life expectancy will result in an increase in plans' liabilities.

The weighted average duration of the defined benefit obligation is 19.09 years (2017: 19.13 years).

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**25. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

Imbalan kerja jangka panjang (lanjutan)

b. Liabilitas imbalan pasca kerja (lanjutan)

Harapan umur hidup (lanjutan)

Analisis jatuh tempo yang diharapkan dari manfaat pensiun yang tidak terdiskonto adalah sebagai berikut:

	2018	2017
Kurang dari 1 tahun	3,597,975	2,749,207
2 - 5 tahun	18,119,638	17,013,874
5 - 10 tahun	22,105,287	19,214,540
Lebih dari 10 tahun	23,719,926	30,406,883
Jumlah	67,542,826	69,384,504

25. EMPLOYEE BENEFITS OBLIGATION (continued)

Long term employee benefit (continued)

b. Post-employment benefits liability (continued)

Life expectancy (continued)

Expected maturity analysis of undiscounted employee benefits are as follows:

	2018	2017	
Kurang dari 1 tahun	3,597,975	2,749,207	Less than 1 year
2 - 5 tahun	18,119,638	17,013,874	2 - 5 years
5 - 10 tahun	22,105,287	19,214,540	5 - 10 years
Lebih dari 10 tahun	23,719,926	30,406,883	Over 10 years
Jumlah	67,542,826	69,384,504	Total

26. DANA SYIRKAH TEMPORER

Dana Syirkah temporer terdiri dari:

a. Simpanan Nasabah

(i) Giro Mudharabah

	2018	2017
Pihak ketiga	4,866,176	150
Jumlah	4,866,176	150

Third parties

Total

(ii) Tabungan Mudharabah

	2018	2017
Pihak ketiga	53,454,257	43,072,752
Pihak berelasi (Catatan 41)	611,662	692,932
Jumlah	54,065,919	43,765,684

Third parties
Related parties (Note 41)

Total

Tingkat bagi hasil rata-rata per tahun untuk tabungan *mudharabah* selama 31 Desember 2018 dan 2017 masing-masing sebesar 0,50% - 5,00% dan 0,50% - 4,00%.

Average annual profit sharing for *mudharabah* saving during 31 December 2018 and 2017 are 0.50% - 5.00% and 0.50% - 4.00%, respectively.

(iii) Deposito berjangka

(iii) Time deposit

	2018	2017
Pihak ketiga	1,364,122,597	1,427,906,738
Pihak berelasi (Catatan 41)	26,965,000	2,015,000
Jumlah	1,391,087,597	1,429,921,738

Third parties
Related parties (Note 41)

Total

b. Simpanan dari bank lain

b. Deposits from other banks

	2018	2017
Deposito berjangka - pihak ketiga	107,700,000	21,600,000

Time deposit - third parties

Berikut ini adalah informasi penting lainnya sehubungan dengan deposito dari simpanan nasabah dan simpanan bank lain:

Other significant information related to the time deposits for deposits from customers and deposits from other banks:

(i) Berdasarkan periode

(i) By period

	2018	2017
1 bulan	703,044,984	627,467,321
3 bulan	419,481,336	361,346,696
6 bulan	264,371,277	399,982,721
12 bulan	111,890,000	62,725,000
Jumlah	1,498,787,597	1,451,521,738

1 month
3 months
6 months
12 months

Total

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26. DANA SYIRKAH TEMPORER (lanjutan)

b. Simpanan dari bank lain (lanjutan)

Berikut ini adalah informasi penting lainnya sehubungan dengan deposito dari simpanan nasabah dan simpanan bank lain: (lanjutan)

(ii) Berdasarkan sisa waktu hingga jatuh tempo

	<u>2018</u>	<u>2017</u>
Kurang dari 1 bulan	662,046,923	582,018,680
1 sampai dengan 3 bulan	658,059,397	553,409,690
3 sampai dengan 6 bulan	68,941,277	257,218,368
6 sampai dengan 12 bulan	<u>109,740,000</u>	<u>58,875,000</u>
Jumlah	<u><u>1,498,787,597</u></u>	<u><u>1,451,521,738</u></u>

Deposito berjangka *Mudharabah* merupakan simpanan dana pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan Entitas Anak atas penggunaan dana tersebut dengan *nisbah* yang ditetapkan dan disetujui sebelumnya dengan akad *Mudharabah Muthlaqah*.

Deposito berjangka *Mudharabah* dengan akad *Mudharabah Muthlaqah* yang dijadikan sebagai jaminan atas piutang dan pembiayaan adalah masing-masing berjumlah Rp 334.939.608 dan Rp 221.150.000 pada tanggal 31 Desember 2018 dan 2017 (Catatan 11).

Tingkat bagi hasil rata-rata per tahun untuk deposito *mudharabah* selama periode 31 Desember 2018 dan 2017 masing-masing sebesar 4,00% - 6,00% dan 7,00% - 8,00%.

26. TEMPORARY SYIRKAH FUNDS (continued)

b. Deposits from other banks (continued)

Other significant information related to the time deposits for deposits from customers and deposits from other banks: (continued)

(ii) By remaining period until maturity

Less than 1 month	582,018,680
1 up to 3 months	553,409,690
3 up to 6 months	257,218,368
6 up to 12 months	58,875,000

Total

Mudharabah time deposits represent third parties' deposits which received a profit sharing return from the Subsidiary's income over utilisation of its fund based on an agreed profit sharing ratio arranged in *Mudharabah Muthlaqah*.

Mudharabah time deposits with *Mudharabah Muthlaqah* agreement that is pledged as collateral for receivables and financing is amounted to Rp 334,939,608 and Rp 221,150,000 as at 31 December 2018 and 2017, respectively (Note 11).

Average annual profit sharing for *mudharabah* deposits during period 31 December 2018 and 2017 are 4.00% - 6.00% and 7.00% - 8.00%, respectively.

27. MODAL SAHAM

Susunan pemegang saham Bank masing-masing pada tanggal 31 Desember 2018 dan 2017 berdasarkan laporan dari Biro Administrasi Efek PT Adimitra Jasa Korpora adalah sebagai berikut:

27. SHARE CAPITAL

The Bank's shareholders as at 31 December 2018 and 2017 based on the report of PT Adimitra Jasa Korpora, the Shares Registration Bureau, are as follows:

	<u>2018</u>			
Pemegang Saham	Jumlah saham ditempatkan dan disetor penuh/ <i>Number of shares issued and fully paid</i>	Persentase kepemilikan/ <i>Percentage of ownership</i>	Jumlah modal yang disetor/ <i>Total capital (Rp)</i>	Shareholders
PT Victoria Investama Tbk	4,021,338,630	46.38	402,133,863	PT Victoria Investama Tbk
Suzanna Tanojo	1,538,152,114	17.74	153,815,211	Suzanna Tanojo
DEG-Deutsche Investitions -				DEG-Deutsche Investitions
Und Entwicklungsgesellschaft MbH	780,394,335	9.00	78,039,434	- Und Entwicklungsgesellschaft MbH
PT Nata Patindo	236,777,000	2.73	23,677,700	PT Nata Patindo
Masyarakat (masing-masing di bawah 5%)	<u>2,094,386,083</u>	<u>24.15</u>	<u>209,438,608</u>	Public (individually less than 5%)
Jumlah	<u><u>8,671,048,162</u></u>	<u><u>100.00</u></u>	<u><u>867,104,816</u></u>	Total

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27. MODAL SAHAM (lanjutan)

27. CAPITAL STOCK (continued)

2017				
Pemegang Saham	Jumlah saham ditempatkan dan disetor penuh/ Number of shares issued and fully paid	Persentase kepemilikan/ Percentage of ownership	Jumlah modal yang disetor/ Total capital (Rp)	Shareholders
PT Victoria Investama Tbk	3,938,845,330	45.43	393,884,533	PT Victoria Investama Tbk
Suzanna Tanojo	1,172,934,114	13.53	117,293,411	Suzanna Tanojo
DEG-Deutsche Investitions - Und Entwicklungsgesellschaft MbH	780,394,335	9.00	78,039,434	DEG-Deutsche Investitions - Und Entwicklungsgesellschaft MbH
PT Nata Patindo	236,777,000	2.73	23,677,700	PT Nata Patindo
PT Suryayudha Investindo Cipta	18,527,250	0.21	1,852,725	PT Suryayudha Investindo Cipta
Masyarakat (masing-masing di bawah 5%)	2,523,570,133	29.10	252,357,013	Public (individually less than 5%)
Jumlah	8,671,048,162	100.00	867,104,816	Total

Mutasi jumlah saham yang ditempatkan dan disetor penuh adalah sebagai berikut:

The movements in the number of shares issued and fully paid are as follows:

	Jumlah saham/ Number of shares	
Saldo 1 Januari 2017	7,890,653,827	Balance as at 1 January 2017
Penambahan modal saham dari penerbitan saham tanpa hak memesan efek terlebih dahulu	780,394,335	Additional of new shares from exercise of additional new shares without preemptive rights
Saldo 31 Desember 2017	8,671,048,162	Balance as of 31 December 2017

Tidak ada mutasi jumlah saham yang ditempatkan dan disetor penuh pada tahun 2018, sehingga jumlah saham yang ditempatkan dan disetor penuh pada 31 Desember 2018 adalah 8,671,048,162 saham. Pada tahun 2018, terjadi transaksi jual-beli antar pemegang saham yang menyebabkan perubahan komposisi kepemilikan per 31 Desember 2018.

There is no movement in the number of shares issued and fully paid in 2018, therefore the number of shares issued and fully paid as at 31 December 2018 is 8,671,048,162 shares. During 2018, there were purchases and sales transaction among the shareholders which caused changes in ownership composition as at 31 December 2018.

Penambahan Modal Saham pada Tahun 2017:

Additional of Capital Stock in 2017:

Berdasarkan hasil Rapat Umum Pemegang Saham Luar Biasa tanggal 18 November 2016 yang telah dituangkan dalam Akta Notaris No. 30 tanggal 18 November 2016, pemegang saham menyetujui untuk penambahan modal disetor yang berasal dari pelaksanaan Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu.

Based on Extraordinary General Meeting of Shareholders on 18 November 2016 which has been legalised through Notarial Deed No. 30 dated 18 November 2016, the shareholders agreed to increase paid up capital from Additional New Shares Without Preemptive Rights.

Pada tanggal 13 Desember 2016, Bank menandatangani perjanjian dengan Deutsche Investitions - Und Entwicklungsgesellschaft MbH (DEG) dimana Deutsche Investitions - Und Entwicklungsgesellschaft MbH (DEG) telah setuju untuk membeli 780.394.335 saham Bank sebesar Rp 277.672.108.

On 13 December 2016, Bank has signed agreement with Deutsche Investitions - Und Entwicklungsgesellschaft MbH (DEG), where Deutsche Investitions - Und Entwicklungsgesellschaft MbH (DEG) has agreed to buy 780,394,335 shares of the Bank amounting to Rp 277,672,108.

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27. MODAL SAHAM (lanjutan)

Penambahan Modal Saham pada Tahun 2017:
(lanjutan)

Pada tanggal 30 Desember 2016, Bank telah menerima dana dari Deutsche Investitions - Und Entwicklungsgesellschaft Mbh (DEG) sebesar Rp 277.672.108 yang dicatat sebagai saham disetor dimuka.

Peningkatan modal disetor ini telah dituangkan dalam Akta Notaris No. 5 tanggal 17 Januari 2017 dan telah dilaporkan dan diterima oleh Kementerian Hukum dan HAM melalui surat No. AHU-AH.01.03-0024021 tanggal 19 Januari 2017. Oleh karena itu, penambahan modal saham Tanpa Hak Memesan Efek Terlebih Dahulu sebesar Rp 267.775.610 (setelah dikurangi biaya transaksi terkait) ini dicatat sebagai saham disetor dimuka pada tanggal 31 Desember 2016.

28. TAMBAHAN MODAL DISETOR

Tambahan modal disetor merupakan selisih antara jumlah yang diterima dari penerbitan saham dengan nilai nominal yang dicatat sebagai setoran modal.

**29. SALDO LABA YANG TELAH DITENTUKAN
PENGGUNAANNYA**

Penggunaan Laba Neto Tahun 2017

Berdasarkan Berita Acara Rapat Umum Pemegang Saham (RUPS) Tahunan tanggal 18 Mei 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H. tanggal yang sama, para pemegang saham menyetujui penggunaan laba neto Bank untuk pembentukan cadangan umum sebesar Rp 25.000.000 dari laba tahun 2017. Tidak terdapat pembagian dividen untuk para pemegang saham di tahun ini.

Penggunaan Laba Neto Tahun 2016

Berdasarkan Berita Acara Rapat Umum Pemegang Saham (RUPS) Tahunan tanggal 16 Juni 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H. tanggal yang sama, para pemegang saham menyetujui penggunaan laba neto Bank untuk pembentukan cadangan umum sebesar Rp 25.000.000 dari laba tahun 2016. Tidak terdapat pembagian dividen untuk para pemegang saham di tahun ini.

27. CAPITAL STOCK (continued)

Additional of Capital Stock in 2017: (continued)

On 30 December 2016, Bank has received the fund from Deutsche Investitions - Und Entwicklungsgesellschaft Mbh (DEG) amounting to Rp 277,672,108 which was recorded as the capital subscribed in advance.

The increase in paid-up capital has been legalised through Notarial Deed No. 5 dated 17 January 2017 and has been reported and accepted by Ministry of Law and Human Rights of the Republic of Indonesia through its letter No. AHU-AH.01.03-0024021 dated 19 January 2017. Therefore, the increase of paid up capital from Additional New Shares Without Preemptive Rights amounting to Rp 267,775,610 (net of related transaction cost) recorded as capital subscribed in advance on 31 December 2016.

28. ADDITIONAL PAID-IN CAPITAL

The additional paid-in capital represent the excess of proceeds of issuance of shares with the par value recorded as paid-in capital.

29. APPROPRIATED RETAINED EARNINGS

Appropriation of 2017 Net Income

Based on the Annual General Meeting of Shareholders dated 18 May 2018, as stated on notarial deeds of Fathiah Helmi, S.H. on the same date, shareholders agreed to provide general reserve amounting to Rp 25,000,000 from Bank's 2017 net income. There is no dividend distribution to shareholders in this year.

Appropriation of 2016 Net Income

Based on the Annual General Meeting of Shareholders meeting dated 16 June 2017, as stated on notarial deeds of Fathiah Helmi, S.H. on the same date, shareholders agreed to provide general reserve amounting to Rp 25,000,000 from Bank's 2016 net income. There is no dividend distribution to shareholders in this year.

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30. CADANGAN UMUM

Pada tanggal 31 Desember 2018 dan 2017, Bank telah membentuk cadangan umum dan wajib masing-masing sebesar Rp. 166.000.000 dan Rp 141.000.000. Cadangan umum dan wajib ini dibentuk sehubungan dengan Undang-Undang Republik Indonesia No. 1/1995 yang telah digantikan dengan Undang-Undang No. 40/2007 efektif tanggal 16 Agustus 2007 mengenai Perseroan Terbatas, yang mengharuskan perusahaan-perusahaan untuk membuat penyisihan cadangan umum sebesar sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Undang-Undang tersebut tidak mengatur jangka waktu untuk membentuk cadangan tersebut.

30. GENERAL RESERVES

As at 31 December 2018 and 2017, Bank has set up a cumulative general and legal reserves of Rp 166,000,000 and Rp 141,000,000, respectively. These general and legal reserve were provided in relation with the Law of the Republic of Indonesia No. 1/1995 which has been replaced with the Law No. 40/2007 effective on 16 August 2007 regarding the Limited Liability Company which requires the companies to set up a general reserve amounting to at least 20% of the issued and paid-up share capital. There is no timeline over which this amount should be provided.

31. PENDAPATAN BUNGA DAN SYARIAH

	2018	2017
Pendapatan bunga		
Pinjaman yang diberikan	1,724,691,934	1,742,325,472
Efek-efek	332,813,144	346,319,483
Penempatan pada Bank Indonesia dan bank lain	<u>52,720,881</u>	<u>50,377,776</u>
Jumlah	<u>2,110,225,959</u>	<u>2,139,022,731</u>
Pendapatan syariah		
Pendapatan margin	31,254,021	25,332,379
Pendapatan bagi hasil	97,780,740	96,027,780
Pendapatan <i>ijarah</i> - neto	576,677	655,391
Pendapatan usaha utama lainnya	<u>40,375,374</u>	<u>31,679,872</u>
	<u>169,986,812</u>	<u>153,695,422</u>
Jumlah	<u>2,280,212,771</u>	<u>2,292,718,153</u>

Jumlah pendapatan bunga dan syariah dari pihak berelasi untuk tahun yang berakhir pada tanggal 31 Desember 2018 dan 2017 masing-masing adalah sebesar Rp 7.619.191 dan Rp 2.567.143 (Catatan 41).

31. INTEREST AND SHARIA INCOME

Interest income
Loans
Marketable securities
Placements with Bank Indonesia and other banks
Total
Sharia income
Margin income
Profit sharing
Net income from <i>ijarah</i>
Income from other main operational
Total

Total interest and sharia income from related parties for the years ended 31 December 2018 and 2017 amounted to Rp 7,619,191 and Rp 2,567,143, respectively (Note 41).

32. BEBAN BUNGA DAN SYARIAH

	2018	2017
Simpanan dana pihak ketiga		
Deposito	1,407,738,397	1,499,704,481
Tabungan	139,355,036	110,453,196
Giro	34,045,616	33,777,072
Obligasi yang diterbitkan	149,610,555	110,234,722
Simpanan dari bank lain		
Call money	83,882,299	77,817,659
Pinjaman rekening koran	66,503	-
Amortisasi emisi obligasi	3,784,673	3,053,919
Efek-efek yang dijual dengan janji dibeli kembali	<u>2,399,118</u>	<u>-</u>
Jumlah	<u>1,820,882,197</u>	<u>1,835,041,049</u>

Jumlah beban bunga dan syariah dari pihak berelasi untuk tahun yang berakhir pada tanggal 31 Desember 2018 dan 2017 masing-masing adalah sebesar Rp 10.169.364 dan Rp 6.977.160 (Catatan 41).

32. INTEREST AND SHARIA EXPENSES

Third party deposits
Time deposits
Savings deposits
Demand deposits
Bonds issued
Deposits from other banks
Call money
Overdraft
Amortisation of bonds issuance cost
Securities sold under repurchase agreement
Total

Total interest and sharia expenses from related parties for the years ended 31 December 2018 and 2017 amounted to Rp 10,169,364 and Rp 6,977,160, respectively (Note 41)

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33. PENDAPATAN OPERASIONAL LAINNYA – LAIN-LAIN

	2018	2017
Pendapatan biaya administrasi jasa perbankan	13,670,352	20,318,038
Denda keterlambatan	10,025,830	18,230,239
Penerimaan dari transaksi ATM	1,956,044	1,084,978
Penerimaan administrasi - Telkom	12,211	26,183
Lain-lain	26,150,331	13,586,682
Jumlah	51,814,768	53,246,120

Pendapatan lain-lain sebagian besar terdiri dari penerimaan pelunasan dipercepat dari pembiayaan syariah.

33. OTHER OPERATING INCOME – OTHERS

*Receipt of administrative charges for banking services
Penalty income
Income from ATM transactions
Administration income - Telkom
Others*

Total

Others mainly consists of early repayments of sharia financing.

34. BEBAN PENYISIHAN KERUGIAN PENURUNAN NILAI ASET KEUANGAN DAN NON-KEUANGAN

(Beban)/pemulihan penyisihan kerugian penurunan nilai aset keuangan:

	2018	2017
Efek-efek (Catatan 8)	(40,648,476)	(32,308,798)
Pinjaman yang diberikan (Catatan 11)	(206,725,001)	(271,633,356)
Jumlah	(247,373,477)	(303,942,154)

Beban penyisihan kerugian penurunan nilai aset non-keuangan

34. PROVISION OF ALLOWANCE FOR IMPAIRMENT LOSSES ON FINANCIAL AND NON-FINANCIAL ASSETS

(Provision)/reversal of impairment losses on financial assets are as follows:

*Marketable securities (Note 8)
Loans (Note 11)*

Total

Provision of allowance for impairment losses of non-financial assets

	2018	2017
Agunan yang diambil alih dan lainnya	(81,400,646)	(60,381,047)
Jumlah	(81,400,646)	(60,381,047)

Foreclosed assets and others

Total

35. BEBAN UMUM DAN ADMINISTRASI

	2018	2017
Premi penjaminan	46,563,870	44,210,916
Sewa gedung dan kendaraan	36,895,137	22,158,689
Penyusutan (Catatan 14)	16,093,637	17,227,147
Pungutan OJK Tahunan	14,619,030	13,100,618
Pemeliharaan dan perbaikan	10,597,348	8,575,461
Jasa profesional	6,413,146	4,320,486
Asuransi	6,188,274	8,247,309
Telepon, telex dan faksimili	5,729,377	5,820,578
Pendidikan dan pengembangan	5,357,597	5,651,086
Pengembangan teknologi	4,368,946	5,351,801
Pemakaian listrik, gas & air minum	3,546,859	3,415,791
Biaya jasa pihak ketiga	3,362,242	3,278,185
Barang cetakan dan alat tulis	3,106,008	3,127,590
Amortisasi aset tidak berwujud (Catatan 16)	3,043,257	2,387,407
Iklan dan promosi	1,992,152	1,452,202
Transportasi	1,225,229	816,596
Benda pos dan materai	85,633	85,359
Lainnya	9,993,500	6,953,930
Jumlah	179,181,242	156,181,151

Total

35. GENERAL AND ADMINISTRATIVE EXPENSES

*Insurance premium
Building and vehicle rental
Depreciation (Note 14)
Annual fee OJK
Repairs and maintenance
Professional fees
Insurance
Telephone, telex and facsimile
Study and development
Technology development
Electricity, gases and waters
Third party fee
Printing items and stationery
Amortisation of intangible assets (Note 16)
Advertising and promotion
Transportation
Postage and stamp
Others*

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36. BEBAN TENAGA KERJA

36. PERSONNEL EXPENSES

	2018	2017	
Gaji dan tunjangan	138,928,765	132,279,309	Salaries and allowance
Biaya jasa tenaga kerja	17,940,587	22,701,459	Outsourcing service expenses
THR dan bonus	17,669,505	20,053,089	THR and bonus
Imbalan pasca kerja (Catatan 25)	13,375,321	14,824,011	Post-employment benefits (Note 25)
Lain-lain	4,412,640	4,015,573	Others
Jumlah	<u>192,326,818</u>	<u>193,873,441</u>	Total

Termasuk dalam beban tenaga kerja adalah kompensasi yang diberikan kepada manajemen dan karyawan kunci (Catatan 41).

Included in the personnel expenses are compensation to key management and employees (Note 41).

37. BEBAN OPERASIONAL LAINNYA – LAIN-LAIN

37. OTHER OPERATING EXPENSES – OTHERS

	2018	2017	
Rugi transaksi valuta asing	18,171,670	-	Loss on foreign exchange transaction
Beban membership ATM dan iuran tahunan ATM	8,952,213	8,588,473	ATM membership and annual fee ATM expenses
Beban pajak	4,327,028	1,971,807	Tax expenses
Beban parkir dan tol	3,417,575	3,701,842	Parking and tolls expenses
Beban administrasi dan kliring	1,280,016	854,762	Administration and clearing expenses
Beban pemasaran	411,241	424,500	Marketing expenses
Beban representasi dan jamuan	286,443	462,958	Representation and entertainment expenses
Beban keperluan kantor	256,400	237,424	Office supplies expenses
Beban sumbangan	82,574	118,102	Donation expenses
Lain-lain	3,584,360	5,455,254	Others
Jumlah	<u>40,769,520</u>	<u>21,815,122</u>	Total

38. PENDAPATAN/(BEBAN) NON-OPERASIONAL – NETO

38. NON-OPERATING INCOME/(EXPENSE) – NET

	2018	2017	
Pendapatan Non-Operasional:			Non-Operating Income:
Laba penjualan aset tetap (Catatan 14)	470,316	3,382,866	Gain on sale of fixed assets (Note 14)
Laba penjualan AYDA	1,855,727	30,967,300	Gain on sale of foreclosed assets
Hasil sewa	199,836	180,500	Rent fees
Penerimaan kredit yang telah dihapusbuku	101,592,876	12,129,036	Gain on written-off loan
Lain-lain	1,291,194	3,076,756	Others
Beban Non Operasional:			Non-operating expense:
Rugi penjualan AYDA	(4,890,205)	-	Loss on sale of foreclosed assets
Lain - lain	(2,735,196)	(11,679,290)	Others
Pendapatan Non Operasional – Neto	<u>97,784,548</u>	<u>38,057,168</u>	Non-Operating Income - Net

39. LABA PER SAHAM

39. EARNINGS PER SHARE

Labar per saham dasar dihitung dengan membagi labar tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham biasa yang beredar pada tahun bersangkutan.

Basic earnings per share is calculated by dividing the income for the year attributable to shareholders by the weighted-average number of ordinary shares outstanding during the year.

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39. LABA PER SAHAM (lanjutan)

Laba per saham dilusian dihitung dengan membagi laba bersih dengan rata-rata tertimbang jumlah saham yang beredar ditambah dengan rata-rata tertimbang jumlah saham yang akan diterbitkan atas konversi efek yang berpotensi saham yang bersifat dilutif.

39. EARNINGS PER SHARE (continued)

Diluted earnings per share is calculated by dividing net income by the weighted average number of shares outstanding plus the weighted average number of shares outstanding which would be issued on the conversion of the dilutive potential shares.

	<u>2018</u>	<u>2017</u>	
<u>Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk</u>			<u>Profit for the year attributable to equity holders of the parent company</u>
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk untuk perhitungan laba per saham dasar dan dilusian	79,081,642	136,090,302	Profit for the year attributable to equity holders of the parent company to be accounted for basic and diluted earnings per share
Jumlah rata-rata tertimbang saham biasa untuk perhitungan laba per saham dasar	8,671,048	8,671,048	Weighted-average common stock for computation of basic earnings per share
Jumlah rata-rata tertimbang saham biasa untuk perhitungan laba per saham dilusian	8,671,048	8,671,048	Weighted-average common stock for computation of diluted earnings per share
Laba per saham dasar (dalam Rupiah penuh)	9.12	15.69	Basic earnings per share (in full amount)
Laba per saham dasar dilusian (dalam Rupiah penuh)	9.12	15.69	Diluted earnings per share (in full amount)

40. TRANSAKSI NON-KAS

Transaksi non-kas yang penting adalah perolehan agunan yang diambil alih sebagaimana yang telah dijabarkan dalam Catatan 15.

40. NON-CASH TRANSACTIONS

The principal non-cash transaction is acquisition of foreclosed assets, as discussed in Note 15.

41. INFORMASI MENGENAI PIHAK-PIHAK BERELASI

Sifat Hubungan

Pihak-pihak berelasi adalah perusahaan dan perorangan yang mempunyai keterkaitan kepemilikan atau kepengurusan secara langsung maupun tidak langsung dengan Bank sebagaimana diungkapkan pada Catatan 2af.

41. INFORMATION OF RELATED PARTIES

Nature of Relationship

Related parties are companies and individuals who have ownership or management relationship directly or indirectly with the Bank as stated in Note 2af.

<u>Pihak berelasi/ Related parties</u>	<u>Sifat dari hubungan/ Nature of relationship</u>	<u>Sifat dari transaksi/ Nature of transaction</u>
PT Victoria Investama Tbk	Pemegang saham/Shareholder	Simpanan nasabah/Deposits from customers
PT Victoria Securities Indonesia	Dimiliki oleh pemegang saham utama/Under common control	Simpanan nasabah, pinjaman yang diberikan/Deposits from customers, loans
PT Victoria Insurance	Dimiliki oleh pemegang saham utama/Under common control	Simpanan nasabah, pinjaman yang diberikan, asuransi aset tetap/Deposits from customers, loans, fixed assets insurance

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41. INFORMASI MENGENAI PIHAK-PIHAK 41. INFORMATION OF RELATED PARTIES
BERELASI (lanjutan) (continued)

Sifat Hubungan (lanjutan)

Nature of Relationship (continued)

Pihak berelasi/ Related parties	Sifat dari hubungan/ Nature of relationship	Sifat dari transaksi/ Nature of transaction
PT Magna Investama Mandiri Tbk	Dimiliki oleh pemegang saham utama/ <i>Under common control</i>	Simpanan nasabah/ <i>Deposits from customers</i>
PT Merak Energi Indonesia	Dimiliki oleh pemegang saham utama/ <i>Under common control</i>	Simpanan nasabah/ <i>Deposits from customers</i>
PT Sulfindo Adiusaha	Dimiliki oleh pemegang saham utama/ <i>Under common control</i>	Simpanan nasabah/ <i>Deposits from customers</i>
PT Padi Unggul Indonesia	Dimiliki oleh pemegang saham utama/ <i>Under common control</i>	Simpanan nasabah, pinjaman yang diberikan/ <i>Deposits from customers, loans</i>
Grha Swahita	Dimiliki oleh pemegang saham utama/ <i>Under common control</i>	Simpanan nasabah, pinjaman yang diberikan/ <i>Deposits from customers, loans</i>
PT BIP Tridaya Propertindo	Dimiliki oleh pemegang saham utama/ <i>Under common control</i>	Pinjaman yang diberikan/ <i>Loans</i>
PT Nata Patindo	Pemegang saham/ <i>Shareholder</i>	Simpanan nasabah/ <i>Deposits from customers</i>
Suzanna Tanojo	Pemegang saham/ <i>Shareholder</i>	Simpanan nasabah, pinjaman yang diberikan/ <i>Deposits from customers, loans</i>
Christine Tanojo	Pemegang saham/ <i>Shareholder</i>	Simpanan nasabah, pinjaman yang diberikan/ <i>Deposits from customers, loans</i>
Lokita Prasetya	Manajemen kunci entitas asosiasi/ <i>Associated entity key management</i>	Simpanan nasabah, pinjaman yang diberikan/ <i>Deposits from customers, loans</i>
Iskandar Utina	Manajemen kunci entitas asosiasi/ <i>Associated entity key management</i>	Simpanan nasabah, pinjaman yang diberikan/ <i>Deposits from customers, loans</i>
Peter Rulan Isman	Manajemen kunci entitas asosiasi/ <i>Associated entity key management</i>	Simpanan nasabah, pinjaman yang diberikan/ <i>Deposits from customers, loans</i>
Rebecca Wahjutirto Tanoyo	Manajemen kunci entitas asosiasi/ <i>Associated entity key management</i>	Simpanan nasabah, pinjaman yang diberikan/ <i>Deposits from customers, loans</i>
Yangky Halim	Manajemen kunci entitas asosiasi/ <i>Associated entity key management</i>	Simpanan nasabah, pinjaman yang diberikan/ <i>Deposits from customers, loans</i>
Luciana Tanoyo	Hubungan keluarga dengan Suzanna Tanojo/ <i>Relative of Suzanna Tanojo</i>	Simpanan nasabah, pinjaman yang diberikan/ <i>Deposits from customers, loans</i>
Dewan Komisaris, Direksi dan pejabat eksekutif Grup/ <i>Board of Commissioners, Directors and executive officers of Group</i>	Manajemen dan karyawan kunci/ <i>Key management and employees</i>	Simpanan nasabah, pinjaman yang diberikan/ <i>Deposits from customers, loans</i>
Dewan Komisaris, Direksi dan pejabat Eksekutif Entitas Asosiasi/ <i>Board of Commissioners, Directors and executive officers of Associated Entity</i>	Manajemen dan karyawan kunci/ <i>Key management and employees</i>	Simpanan nasabah, pinjaman yang diberikan/ <i>Deposits from customers, loans</i>

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41. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan) **41. INFORMATION OF RELATED PARTIES (continued)**

Transaksi dengan Pihak-pihak Berelasi (lanjutan)	2018	2017	Transactions with Related Parties (continued)
Liabilitas komitmen dan kontinjensi			Liabilities commitments and contingencies
Komitmen dan kontinjensi (Catatan 42)			Commitments and contingencies (Note 42)
Fasilitas pinjaman yang belum digunakan	(15,610,339)	(14,940,485)	Unused loans facilities
Penerbitan jaminan dalam bentuk garansi	(157,500)	(685,089)	Issued bank guarantees
Jumlah	(15,767,839)	(15,625,574)	Total
Persentase terhadap jumlah liabilitas komitmen dan kontinjensi - neto	0.76%	0.59%	Percentage from total commitments and contingencies liabilities - net

Tabel berikut merupakan kisaran tingkat suku bunga kontraktual per tahun atas transaksi dengan pihak-pihak berelasi untuk tahun yang berakhir pada tanggal 31 Desember 2018 dan 2017:

The following table summarises the range of contractual interest rates per annum for transactions with related parties for the years ended 31 December 2018 and 2017:

	Tingkat suku bunga/Interest rate	
	2018	2017
Aset		Assets
Pinjaman yang diberikan - neto (Catatan 11)	1.80% - 21.2%	10% - 16%
		Loans - net (Note 11)
Liabilitas		Liabilities
Simpanan nasabah (Catatan 19)		Deposit from customers (Note 19)
Giro	0.35% - 8.35%	2% - 6%
Tabungan	0.25% - 9.00%	1.75% - 6.5%
Deposito berjangka	1.00% - 9.88%	1% - 10.88%
		Demand deposits
		Savings deposits
		Time deposits

Grup memberikan kompensasi kepada Dewan Komisaris, Direksi dan pejabat eksekutif untuk tahun yang berakhir pada tanggal 31 Desember 2018 dan 2017 sebagai berikut:

The Group provided compensation to Board of Commissioners, Directors and executive officers for the years ended 31 December 2018 and 2017 as follows:

	2018	2017	
Dewan Komisaris:			Board of Commissioners:
Imbalan kerja jangka pendek *	3,866,876	4,499,805	Short-term employee benefits *
Direksi:			Directors
Imbalan kerja jangka pendek *	16,090,787	15,589,104	Short-term employee benefits *
Pejabat eksekutif:			Executive officers:
Imbalan kerja jangka pendek *	16,709,606	14,080,259	Short-term employee benefits *
Jumlah	36,667,269	34,169,168	Total

* Terdiri dari gaji, tunjangan, THR dan bonus

Consist of salaries, allowances, THR and bonuses *

Tidak ada kompensasi dalam bentuk imbalan pasca kerja, imbalan kerja jangka panjang lainnya, pesangon pemutusan kontrak kerja dan pembayaran berbasis saham kepada Dewan Komisaris dan Direksi.

There are no compensation of post-employment benefits, other long-term benefits, termination benefits and share-based payment to the Boards of Commissioners and Directors.

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42. KOMITMEN DAN KONTINJENSI

Ikhtisar komitmen dan kontinjensi Grup yang dinyatakan dalam nilai kontrak adalah sebagai berikut:

	<u>2018</u>	<u>2017</u>
Komitmen:		
Liabilitas komitmen:		
Fasilitas pinjaman yang belum digunakan:		
Pihak berelasi	(15,610,339)	(14,940,485)
Pihak ketiga	<u>(1,845,395,624)</u>	<u>(2,382,048,171)</u>
Liabilitas komitmen - neto	<u>(1,861,005,963)</u>	<u>(2,396,988,656)</u>
Kontinjensi:		
Tagihan kontinjensi:		
Pendapatan bunga atas pinjaman bermasalah - pihak ketiga	<u>156,410,013</u>	<u>119,881,078</u>
Liabilitas kontinjensi:		
Garansi yang diterbitkan:		
- Pihak berelasi	(157,500)	(685,089)
- Pihak ketiga	<u>(372,846,636)</u>	<u>(355,656,555)</u>
Kontinjensi - neto	<u>(216,594,123)</u>	<u>(236,460,566)</u>
Jumlah liabilitas komitmen dan kontinjensi - neto	<u><u>(2,077,600,086)</u></u>	<u><u>(2,633,449,222)</u></u>

Pada tanggal 31 Desember 2018 dan 2017, tidak terdapat komitmen dan kontinjensi signifikan lainnya selain komitmen dan kontinjensi yang telah diungkapkan di atas.

42. COMMITMENTS AND CONTINGENCIES

The following is the summary of the Group's commitments and contingencies at contractual amounts:

<u>Commitments</u>
Commitment liabilities:
Unused loans facilities:
Third parties
Related parties
Commitment liabilities - net
<u>Contingencies</u>
Contingent receivables:
Interest receivables on non-performing loans - third parties
Contingent liabilities:
Guarantees issued:
Related parties -
Third parties -
Contingent - net
Total commitment and contingencies liabilities - net

As at 31 December 2018 and 2017, there are no significant commitments and contingencies other than the aforementioned commitments and contingencies.

43. PERJANJIAN PENTING

Perjanjian Implementasi Sistem Aplikasi Terintegrasi Transaksi Manajemen – PT Sigma Cipta Caraka

Pada tanggal 26 Agustus 2014, Bank dan PT Sigma Cipta Caraka telah menandatangani Perjanjian Aplikasi Terintegrasi Transaksi Manajemen, dimana PT Sigma Cipta Caraka setuju untuk memberikan layanan jasa untuk membuat sistem untuk operasi bisnis Bank.

Berdasarkan perjanjian ini, PT Sigma Cipta Caraka memiliki hak dan kewajiban sebagai berikut:

1. PT Sigma Cipta Caraka berhak mendapatkan pembayaran dari Bank
2. PT Sigma Cipta Caraka wajib memberikan lisensi aplikasi kepada Bank
3. PT Sigma Cipta Caraka wajib membuat aplikasi sesuai dengan keinginan Bank
4. PT Sigma Cipta Caraka wajib membuat laporan kemajuan proses implementasi
5. PT Sigma Cipta Caraka wajib memastikan program telah benar untuk mencegah kesalahan.

43. SIGNIFICANT AGREEMENT

Implementation of Application Integrated Transaction Management – PT Sigma Cipta Caraka

On 26 August 2014, Bank and PT Sigma Cipta Caraka have signed Application Integrated Transaction Management, in which PT Sigma Cipta Caraka agrees to distribute Integrated Transaction Management Application for Bank's business operation.

Based on this agreement, PT Sigma Cipta Caraka have right and obligation as follows:

1. PT Sigma Cipta Caraka is entitled to receive payment from the Bank
2. PT Sigma Cipta Caraka is obligated to give the license of the application to the Bank
3. PT Sigma Cipta Caraka is obligated to customise the application according to Bank's request
4. PT Sigma Cipta Caraka is obligated to make official report for implementation process progress
5. PT Sigma Cipta Caraka is obligated to ensure the programs to prevent errors.

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43. PERJANJIAN PENTING (lanjutan)

**Perjanjian Implementasi Sistem Aplikasi
Terintegrasi Transaksi Manajemen – PT Sigma
Cipta Caraka (lanjutan)**

Perjanjian ini berlaku selama lima (5) tahun sejak tanggal 26 Agustus 2014, dan akan berakhir pada tanggal 25 Agustus 2019.

Biaya jasa yang telah dibayarkan sampai dengan 31 Desember 2018 adalah sebesar:

	Rupiah/ Rupiah
2015	1,575,685
2016	295,592
2017	1,280,084
2018	1,133,495

**Laporan Perkembangan atas Penundaan
Kewajiban atas Pembayaran Utang – PT Bima
Multifinance**

Berdasarkan Putusan No.77/Pdt.Sus-PKPU/2017/PN.NIAGA.JKT.PST, Pengadilan Negeri mengeluarkan Putusan Pengesahan Perdamaian (Homologasi) pada tanggal 4 Agustus 2017 dengan kesepakatan untuk melakukan restrukturisasi atas seluruh kewajiban PT Bima Multifinance Tbk. kepada kreditur melalui Pinjaman Jangka Panjang dan Surat Hutang Jangka Menengah (MTN) konversi. Dimana berdasarkan seluruh jumlah tagihan yang terdiri dari hutang kepada kreditor separatis sebesar Rp 908.667.492.067 (nilai penuh) dan hutang kepada kreditor konkuren sebesar Rp 119.553.173.693 (nilai penuh). Total hutang PT Bima Multifinance Tbk. direstrukturisasi dengan komposisi baru sebagai berikut:

1. Tranche A:

Pinjaman Jangka Panjang ("PJP") sebesar Rp 640.944.697.536 (nilai penuh) dengan bunga 10% p.a efektif, dan dengan jangka waktu 10 tahun sejak tanggal efektif.

2. Tranche C:

Medium Term Note Konversi ("MTN Konversi") sebesar Rp 201.900.642.219 (nilai penuh) dengan bunga 5% p.a efektif, dan dengan jangka waktu 5 tahun sejak tanggal efektif.

43. SIGNIFICANT AGREEMENT (continued)

**Implementation of Application Integrated
Transaction Management – PT Sigma Cipta
Caraka (continued)**

This agreement is valid for five (5) years since 26 August 2014 and will be ended on 25 August 2019.

Service fees paid as of 31 December 2018 are amounted:

	Rupiah/ Rupiah
2015	1,575,685
2016	295,592
2017	1,280,084
2018	1,133,495

**Progress Report of Suspensions of Debt
Payment Obligations – PT Bima Multifinance**

According to State Court decision No.77/Pdt.Sus-PKPU/2017/PN.NIAGA.JKT.PST regarding decision of reconciliation verification (Homologasi) on August 4, 2017 with agreement to perform restructuration of all PT Bima Multifinance Tbk. obligation to creditor through Long Term Loan and Medium Term Debt conversion. Based on total amount of the bill consist of debt to separation creditor with amount of Rp 908,667,492,067 (full amount) and debt to concurrent creditor with amount of Rp 119,553,173,693 (full amount). Total debt of PT Bima Multifinance Tbk. has been restructured with composition below:

1. Tranche A:

Rp 640,944,697,536 (full amount) of Long Term Loan (PJP) with 10% effective p.a. interest rate in 10 years from effective date.

2. Tranche C:

Rp 201,900,642,219 (full amount) of Conversion Medium Term Note (MTN Konversi) with 5% effective p.a. interest rate in 5 years from effective date.

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43. PERJANJIAN PENTING (lanjutan)

**Laporan Perkembangan atas Penundaan
Kewajiban atas Pembayaran Utang – PT Bima
Multifinance (lanjutan)**

Pada saat jatuh tempo, kreditor yang memiliki MTN Konversi berhak untuk, atas keputusan sendiri, mengubah hutang yang tertunggak kepadanya menjadi saham PT Bima Multifinance Tbk. melalui penerbitan saham baru dengan sejumlah saham yang nilainya sama dengan jumlah hutang yang hak konversinya digunakan, dibagi dengan harga konversi.

Harga konversi adalah Rp 500,000 (lima ratus ribu Rupiah) setiap lembar sahamnya. Proses konversi tunduk kepada peraturan – peraturan UUPT dan Otoritas Jasa Keuangan dan/atau peraturan yang berlaku serta peraturan Bursa Efek yang terkait.

43. SIGNIFICANT AGREEMENT (continued)

**Progress Report of Suspensions of Debt
Payment Obligations – PT Bima Multifinance
(continued)**

At maturity date, creditor that has Conversion Medium Term Note (MTN Konversi) have the right to convert the debts in arrears to stocks in PT Bima Multifinance Tbk. through issuance of new shares with the same amount of total debt using conversion rights, divided by conversion price.

Conversion price is Rp 500,000 (five hundred thousand Rupiah) per share. Conversion process is subject to regulations of UUPT and Financial Services Authority (Otoritas Jasa Keuangan) and/or applicable regulations and related Stock Exchange regulation.

44. KEPENTINGAN NONPENGENDALI

Perubahan kepentingan nonpengendali atas kekayaan neto Entitas Anak adalah sebagai berikut:

	<u>2018</u>	<u>2017</u>
Saldo awal tahun	17,867	17,361
Bagian kepentingan nonpengendali atas laba tahun berjalan	279	459
Bagian kepentingan nonpengendali atas laba komprehensif lainnya	134	26
Bagian kepentingan nonpengendali atas (kerugian)/keuntungan yang belum direalisasi atas perubahan nilai wajar surat-Efek-efek yang tersedia untuk dijual di dalam ekuitas Entitas Anak	<u>(1,970)</u>	<u>21</u>
Saldo akhir tahun	<u>16,310</u>	<u>17,867</u>

44. NON-CONTROLLING INTEREST

The changes in the non-controlling interest in the net assets of the Subsidiary is as follows:

Balance at beginning of the year
Profit for the year attributable to non-controlling interest
Other comprehensive income attributable to non-controlling interest
Unrealised (losses)/gains on changes in fair value of available-for-sale marketable securities in Subsidiary's equity to non-controlling interest
Balance at end of the year

45. INFORMASI SEGMENT USAHA

a. Bidang usaha

Nama Perusahaan/Company

PT Bank Victoria International Tbk.
PT Bank Victoria Syariah

45. SEGMENT INFORMATION

a. Business activities

Bidang Usaha/Business Activities

Perbankan Konvensional/Conventional banking
Perbankan Syariah/Banking activities based on Sharia Principles

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45. INFORMASI SEGMENT USAHA (lanjutan)

45. SEGMENT INFORMATION (continued)

b. Segmen Usaha

b. Business Segment

Segmen Operasi

Operating Segment

Berikut adalah informasi segmen Grup berdasarkan segmen operasi:

The following is the segment information of the Group based on operating segments:

2018					
	Konvensional/ Conventional	Syariah/ Sharia	Eliminasi/ Elimination	Jumlah/ Total	
Pendapatan bunga dan syariah					Interest income and Sharia - net
- bersih	398,606,180	60,724,394	-	459,330,574	
Pendapatan operasional lainnya	280,931,387	1,353,636	(4,988,526)	277,296,497	Other operating income
Beban operasional lainnya	(685,191,802)	(55,860,180)	279	(741,051,703)	Other operating expense (Loss)/income from operations
(Rugi)/laba operasional	(5,654,235)	6,217,850	(4,988,247)	(4,424,632)	
Jumlah aset	28,348,692,393	2,126,062,134	(302,439,190)	30,172,315,337	Total assets
Jumlah liabilitas	25,531,531,435	277,092,956	(54,151)	25,808,570,240	Total liabilities

2017					
	Konvensional/ Conventional	Syariah/ Sharia	Eliminasi/ Elimination	Jumlah/ Total	
Pendapatan bunga dan syariah					Interest income and Sharia - net
- bersih	405,041,772	52,635,332	-	457,677,104	
Pendapatan operasional lainnya	408,931,021	3,097,949	4,567,142	416,596,112	Other operating income
Beban operasional lainnya	(686,480,623)	(49,712,292)	-	(736,192,915)	Other operating expense (Loss)/income from operations
Laba/(rugi) operasional	127,492,170	6,020,989	4,567,142	138,080,301	
Jumlah aset	27,149,913,885	2,003,113,722	(327,418,959)	28,825,608,648	Total assets
Jumlah liabilitas	24,305,549,660	208,433,250	(30,007,630)	24,483,975,280	Total liabilities

Segmen Geografis

Geographic Segment

Berikut ini adalah informasi segmen Grup berdasarkan daerah geografis:

The following is the business segment information of the Group based on geographical area:

2018						
	Jadetekab/ Jadetekab	Jawa Barat/ West Java	Jawa Tengah & Jawa Timur Central & East Java	Luar Jawa/ Non Java	Jumlah/ Total	
Pendapatan bunga dan Syariah - neto	458,057,039	(15,201,293)	4,890,478	11,584,350	459,330,574	Interest income and Sharia - net
Beban penyisihan kerugian penurunan nilai aset keuangan dan non-keuangan	(326,523,512)	(19,714)	(983,800)	(1,247,097)	(328,774,123)	Provision for impairment losses on financial and non-financial assets
Pendapatan operasional lainnya	274,854,422	337,265	1,954,069	150,741	277,296,497	Other operating income
Beban umum dan administrasi, tenaga kerja dan lain-lain	(381,035,062)	(11,690,852)	(11,499,024)	(8,052,642)	(412,277,580)	General and administrative expenses, personnel expenses and others
Laba operasional	25,352,887	(26,574,594)	(5,638,277)	2,435,352	(4,424,632)	Income from operations
Pendapatan non operasional - neto	97,855,864	(132,812)	60,381	1,115	97,784,548	Non-operating income - net
Laba sebelum pajak penghasilan	123,208,751	(26,707,406)	(5,577,896)	2,436,467	93,359,916	Income before income tax
Beban pajak penghasilan	(14,277,995)	-	-	-	(14,277,995)	Income tax expense
Laba tahun berjalan	108,930,756	(26,707,406)	(5,577,896)	2,436,467	79,081,921	Profit for the year
Jumlah aset	29,197,046,113	180,721,204	550,651,833	243,896,187	30,172,315,337	Total assets
Jumlah liabilitas	24,573,794,221	490,992,579	590,333,683	153,449,757	25,808,570,240	Total liabilities

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45. INFORMASI SEGMENT USAHA (lanjutan)

b. Segmen Usaha (lanjutan)

Segmen Geografis (lanjutan)

	2017					
	Jadetekab/ Jadetekab	Jawa Barat/ West Java	Jawa Tengah & Jawa Timur /Central & East Java	Luar Jawa/ Non Jawa	Jumlah/ Total	
Pendapatan bunga dan Syariah - neto	428,398,076	11,226,083	11,950,509	6,102,436	457,677,104	Interest income and Sharia - net
Beban penyisihan kerugian penurunan nilai aset keuangan dan non-keuangan	(362,196,151)	(982,900)	(1,959,618)	815,468	(364,323,201)	Provision for impairment losses on financial and non-financial assets
Pendapatan operasional lainnya	408,913,102	5,892,205	1,552,423	238,382	416,596,112	Other operating income
Beban umum dan administrasi, tenaga kerja dan lain-lain	(344,079,908)	(13,184,284)	(8,693,629)	(5,911,893)	(371,869,714)	General and administrative expenses, personnel expenses and others
Laba operasional	131,035,119	2,951,104	2,849,685	1,244,393	138,080,301	Income from operations
Pendapatan non operasional - neto	42,818,699	847,815	(886,165)	(4,723,181)	38,057,168	Non-operating income - net
Laba sebelum pajak penghasilan	173,853,818	3,798,919	1,963,520	(3,478,788)	176,137,469	Income before income tax
Beban pajak penghasilan	(40,046,708)	-	-	-	(40,046,708)	Income tax expense
Laba tahun berjalan	133,807,110	3,798,919	1,963,520	(3,478,788)	136,090,761	Profit for the year
Jumlah aset	27,284,011,935	436,407,712	894,280,922	210,908,079	28,825,608,648	Total assets
Jumlah liabilitas	23,071,640,808	369,204,346	831,076,798	212,053,328	24,483,975,280	Total liabilities

**46. JAMINAN PEMERINTAH TERHADAP
KEWAJIBAN PEMBAYARAN BANK UMUM**

Berdasarkan Undang-Undang Republik Indonesia No. 24 tanggal 22 September 2004, efektif sejak tanggal 22 September 2005, Lembaga Penjamin Simpanan (LPS) dibentuk untuk menjamin kewajiban tertentu bank-bank umum berdasarkan program penjaminan yang berlaku. Undang-undang tersebut telah diubah dengan Peraturan Pemerintah sebagai Pengganti Undang-Undang No. 3 Tahun 2008, yang mana telah ditetapkan menjadi undang-undang sejak tanggal 13 Januari 2009 berdasarkan Undang-Undang Republik Indonesia No. 7 Tahun 2009.

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 66/2008 tanggal 13 Oktober 2008 mengenai besarnya nilai simpanan yang dijamin LPS, pada tanggal 31 Desember 2018 dan 2017, jumlah simpanan yang dijamin LPS adalah simpanan sampai dengan Rp 2.000.000 untuk nasabah per bank.

Bank adalah peserta dari program penjaminan tersebut dan beban premi penjaminan Pemerintah yang dibayar selama periode 31 Desember 2018 dan 2017 masing-masing adalah sebesar Rp 46.563.870 dan Rp 44.210.916.

**46. GOVERNMENT GUARANTEE ON OBLIGATIONS
OF PRIVATE BANKS**

Based on Law No. 24 dated 22 September 2004, effective 22 September 2005, Indonesia Deposit Insurance Corporation (LPS) was established to provide guarantee on certain deposits from customers based on prevailing guarantee schemes. The law was changed with the Government Regulation as at the Replacement of Law No. 3 Year 2008, which was stipulated as a law since 13 January 2009 based on the Republic of Indonesia Law No. 7 Year 2009.

Based on Government of Republic of Indonesia Regulation No. 66/2008 dated 13 October 2008 regarding the deposit amount guaranteed by LPS, as of 31 December 2018 and 2017, the deposit amount guaranteed by LPS for every customer in a bank was a maximum of Rp 2,000,000.

The Bank is a participant of this government guarantee program and the premium paid in the period of 31 December 2018 and 2017 amounted to Rp 46,563,870 and Rp 44,210,916, respectively.

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47. MANAJEMEN RISIKO

Kegiatan usaha Bank senantiasa dihadapkan pada risiko-risiko yang berkaitan erat dengan fungsinya sebagai lembaga intermediasi keuangan. Oleh karena itu, kegiatan operasional Bank dikelola dengan baik supaya tidak menimbulkan kerugian. Di dalam melaksanakan strategi bisnis Bank, maka manajemen berupaya untuk dapat menyelaraskan antara:

- Pertumbuhan bisnis dan peningkatan pangsa pasar kredit dan portofolio pendanaan.
- Peningkatan efisiensi operasional perbankan.
- Menjaga tingkat kebutuhan modal minimum sesuai ketentuan otoritas.
- Implementasi manajemen risiko yang berorientasi bisnis.

Sebagai lembaga intermediasi keuangan, Bank menyadari bahwa semakin kompleksnya kegiatan usaha yang diikuti dengan perkembangan lingkungan internal maupun eksternal sehingga meningkatkan risiko dalam menjalankan kegiatan usahanya. Menyadari akan risiko yang dihadapi, Bank harus menerapkan kebijakan manajemen risiko yang baik dan dapat beradaptasi dengan perubahan yang terjadi dan meningkatkan praktek tata kelola yang sehat (*Good Corporate Governance*) pada keseluruhan lingkup aktivitas usaha.

Penerapan manajemen risiko yang efektif dengan mempertimbangkan segala aspek dan prinsip kehati-hatian (*prudential principles*) ini bertujuan untuk memastikan bahwa potensi yang timbul dalam kegiatan usahanya dapat diidentifikasi, diukur, dipantau, dan dimonitor akan memberikan manfaat berupa peningkatan kepercayaan *stakeholder*.

Penerapan manajemen risiko tersebut pada dasarnya telah menjadi standar bagi industri perbankan yang penerapannya diatur oleh Otoritas Jasa Keuangan ("OJK") melalui POJK No.18 /POJK.03/2016 dan SEOJK No. 34/SEOJK.03/2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum serta POJK No.17/POJK.03/2014 dan SEOJK No. 14/SEOJK.03/2015 tentang Penerapan Manajemen Risiko Terintegrasi Bagi Konglomerasi Keuangan.

Sebagaimana diamanatkan ketentuan OJK terkait penerapan manajemen risiko, Bank menyusun laporan profil risiko triwulanan secara *self-assessment*. Profil risiko Bank menggambarkan risiko yang melekat dalam kegiatan bisnis Bank (*inherent risk*) termasuk kualitas penerapan Manajemen Risiko yang mencerminkan sistem pengendalian risiko (*risk control system*) untuk masing-masing jenis risiko. Penilaian Profil Risiko Bank telah dilakukan sesuai dengan ketentuan otoritas. Dari hasil *self-assessment* profil risiko triwulanan yang disampaikan kepada OJK pada posisi tanggal 31 Desember 2018, predikat risiko Bank secara keseluruhan berada pada tingkat risiko komposit *low to moderate* (tidak diaudit).

47. RISK MANAGEMENT

Bank's business activities always faced with risks that are closely related to its function as a financial intermediary. Therefore, the Bank's operations are properly managed so it could prevent any harm. In the performance of the Bank's business strategy, management seeks to harmonise between:

- *Business growth and increased market share of credit and financing portfolios.*
- *Increasing the efficiency of banking operations.*
- *Maintain the level of minimum capital requirements pursuant to the authority.*
- *Implementation of business-oriented risk management.*

As a financial intermediary institution, the Bank realises that the business activity is more complex and also depends with development of internal and external conditions that increase the Bank's risk in conducting its business activities. Realising the risk it faces, the Bank must apply good risk management policy that can adapt with the changes and also enhance the Good Corporate Governance Practice in the whole activities of the Bank.

The effective application of risk management by considering all aspects and prudential principles which has objective to ensure that potential arises in conducting its business activities can be identified, measured, reviewed and monitored will give a benefit to increase stakeholder trust to the Bank.

The implementation of risk management principles have become a standard for banking industry which implementation is regulated by Financial Services Authority – Otoritas Jasa Keuangan ("OJK") through POJK No.18 /POJK.03/2016 and SEOJK No. 34/SEOJK.03/2016 concerning the Application of Risk Management for Commercial Bank and POJK No. 17/POJK.03/2014 and SEOJK No. 14/SEOJK.03/2015 about the Implementation of Integrated Risk Management of Financial Conglomeration.

In relation to the implementation of risk management required by OJK, the Bank prepares quarterly risk profile report on a self-assessment basis. The Bank risk profile reflects inherent risk in Bank's business, including the quality of risk control system for each respective risk. The Bank risk profile had been performed in accordance with the authority regulation. Based on the results of the quarterly self-assessment of the risk profile submitted to OJK to the position on 31 December 2018, the title of the overall risk of the Bank remained at the level of the composite low to moderate risk (unaudited).

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47. MANAJEMEN RISIKO (lanjutan)

Pelaksanaan fungsi manajemen risiko meliputi hal-hal terkait dengan upaya identifikasi, penilaian, pengukuran, pemantauan, dan pengendalian risiko termasuk pengembangan teknologi dan sistem informasi manajemen di setiap jenis risiko, serta peningkatan kualitas sumber daya manusia dalam pengelolaan risiko.

Dalam menunjang penerapan manajemen risiko, Bank senantiasa berupaya meningkatkan pengawasan aktif dari Dewan Komisaris dan Direksi, antara lain melalui unit kerja dan komite untuk menunjang proses pengendalian risiko. Hal ini diwujudkan dengan adanya Satuan Kerja Manajemen Risiko (SKMR) di bawah wadah Komite Manajemen Risiko yang berwenang dan bertanggung jawab dalam menyusun dan menetapkan kebijakan manajemen risiko serta perubahannya termasuk strategi manajemen risiko dan rencana kontinjensi apabila terjadi kondisi yang tidak diinginkan.

Selain hal tersebut di atas, terdapat komite lain yang bertugas untuk menangani risiko secara lebih spesifik, yaitu antara lain Komite Kredit Tingkat Direksi (KKD), *Assets & Liabilities Committee* (ALCO), Komite Teknologi Sistem Informasi, sedangkan pada level Dewan Komisaris terdapat Komite Pemantau Risiko, Komite Nominasi dan Remunerasi, Komite Audit dan Komite Tata Kelola Terintegrasi.

Semua Dewan Komisaris dan Direksi telah mengikuti Ujian Sertifikasi Manajemen Risiko yang diselenggarakan oleh Badan Sertifikasi Manajemen Risiko dan Lembaga Sertifikasi Profesi Perbankan.

Seiring dengan perkembangan globalisasi dan teknologi informasi, Lembaga Jasa Keuangan (LJK) merupakan salah satu industri yang memiliki sistem keuangan yang sangat kompleks, dinamis, dan saling terkait antar masing-masing sektor jasa keuangan baik dalam produk dan kelembagaan, maupun kepemilikan yang menyebabkan meningkatnya eksposur risiko. Menghadapi kondisi tersebut, penerapan manajemen risiko akan dilakukan secara terintegrasi dengan memperhatikan seluruh risiko, baik yang berasal dari perusahaan anak dan perusahaan terelasi (*sister company*), maupun entitas lainnya yang tergabung dalam suatu konglomerasi keuangan.

47. RISK MANAGEMENT (continued)

Risk management function includes identification, assessment, measurement, monitoring and risk controls, including development of technology and management information system in each risk, and improvement of human resource quality in risk management.

In supporting the implementation of risk management, the Bank continuously improve the active monitoring from the Boards of Commissioners and Directors, including establishing several permanent working units and committee to support risks control process. This is implemented by establishing Risk Management Working Unit (SKMR) under Risk Management Committee who authorise and responsible to prepare and decide risk management policy and its changes including risk management strategy and contingency plan if an abnormal condition happens.

Besides the above matters, there are other committee to handle more specific risks, such as Credit Committee at Board of Directors level (KKD), Assets & Liabilities Committee (ALCO), Information System Technology Committee, whereas at the Board of Commissioners level, there are Risk Monitoring Committee, Nomination and Remuneration Committee, Audit Committee and Integrated Corporate Governance Committee.

All of the Boards of Commissioners and Directors passed the examination of Risk Management Certification that was held by the Board of Risk the Management Certification and Banking Professional Certification Institute.

As a response with the development of globalisation and information technology, Financial Services Institution (LJK) is one of industry which has a complex, dynamic and inter-related between each financial sector, both in product and organization, and ownership which can increase the risk exposure. Facing this circumstances, the implementation of risk management will be performed integratedly by concerning all the risks, including from subsidiary and sister companies, and other financial entities included in one financial conglomeration.

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47. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Terintegrasi telah diterapkan secara komprehensif dan efektif sesuai POJK No. 17/POJK.03/2014 dan SEOJK No. 14/SEOJK.03/2015 tentang Penerapan Manajemen Risiko Terintegrasi Bagi Konglomerasi Keuangan. LJK yang ditunjuk sebagai Entitas Utama dalam hal Pengawasan Terintegrasi Konglomerasi Keuangan Grup Victoria adalah Bank Victoria.

Dalam menunjang penerapan manajemen risiko terintegrasi, maka Bank berupaya meningkatkan pengawasan aktif Dewan Komisaris dan Direksi, antara lain melalui Satuan Kerja Manajemen Risiko Terintegrasi (SKMRT) di bawah wadah Komite Manajemen Risiko Terintegrasi, sedangkan pada level Dewan Komisaris terdapat Komite Tata Kelola Terintegrasi.

Risiko kredit

Risiko kredit adalah risiko yang terjadi akibat kegagalan debitur dan/atau pihak lawan (*counterparty*) dalam memenuhi kewajiban mereka. Tujuan dari pengelolaan risiko kredit adalah untuk mengendalikan dan mengelola eksposur risiko kredit dalam parameter yang dapat diterima, sekaligus memaksimalkan *return on risk*.

Dalam mengelola risiko kredit, Bank telah memiliki kebijakan dan pedoman perkreditan, yang disempurnakan secara berkala, dengan tetap didasarkan pada prinsip pengelolaan risiko yang independen sesuai dengan peraturan OJK dan peraturan eksternal lainnya dan kebijakan manajemen risiko yang terkait dengan pemberian kredit. Pengelolaan risiko kredit mencakup aktivitas penyaluran kredit serta eksposur risiko kredit lainnya seperti penempatan, pembelian Efek-efek, dan penyertaan, yang dikelola secara komprehensif baik pada tingkat portofolio maupun transaksi.

Bank melakukan evaluasi atas tingkat risiko kredit terkait pemberian fasilitas kepada nasabah atau proyek dengan mempertimbangkan berbagai faktor, antara lain sebagai berikut:

- i. Historis dan proyeksi kondisi keuangan, termasuk laporan posisi keuangan, laporan laba rugi, dan laporan arus kas nasabah;
- ii. Riwayat hubungan kredit;
- iii. Kualitas, kinerja dan pengalaman dari pengelolaan nasabah;
- iv. Sektor industri nasabah;

47. RISK MANAGEMENT (continued)

Integrated Risk Management has been implemented comprehensively and effectively in accordance with POJK No. 17/POJK.03/2014 and SEOJK No. 14/SEOJK.03/2015 about Implementation of Integrated Risk Management for Financial Conglomeration. The appointed LJK as the main entity in the Integrated Monitoring of Financial Conglomeration is Bank Victoria.

In supporting the implementation of integrated risk management, Bank encourage the active monitoring by Board of Directors and Board of Commissioners, such as through SKMRT under supervision of Integrated Risk Monitoring Committee, whereas at the Board of Commissioners level through the Integrated Corporate Governance Committee.

Credit risk

Credit risk is the risk by debtors and/or counterparty's failure to fulfil their obligations. The objective of credit risk management is to control and manage credit risk exposures within acceptable parameters, while optimising the return on risk.

In managing credit risk, the Bank has credit policies and standard operations, that are enhanced periodically in accordance with independent risk management principles based on OJK regulations and other external regulatory and risk management policies related to credit. Management of credit risk include lending activities and other credit risk exposures such as placement, purchase of securities and investments, which are managed comprehensively at both portfolio and transaction.

The Bank evaluates the credit risk level related to financing the customers or projects by considering various factors, which include the following:

- i. Historical and projected financial condition, including statement of financial position, profit or loss, and statement of cash flows of the customers;*
- ii. Credit history;*
- iii. Quality, performance and experience of the customers' management;*
- iv. Customers' industry sector;*

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47. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

- v. Kualitas agunan debitur, baik berupa aset berwujud maupun agunan setara kas;
- vi. Posisi nasabah dalam persaingan industri sejenis; serta
- vii. Kondisi ekonomi secara umum.

Terhadap eksposur risiko kredit yang lebih khusus seperti kredit perorangan, fasilitas antar bank dan sebagainya, Bank melakukan evaluasi secara tersendiri dengan menggunakan faktor yang mungkin berbeda, sesuai dengan karakteristik spesifik dari setiap jenis eksposur. Proses persetujuan fasilitas dengan eksposur risiko kredit dilakukan berdasarkan prinsip bahwa setiap fasilitas dan eksposur risiko kredit harus diproses melalui komite kredit dan/atau komite lainnya.

Selain itu, pengelolaan risiko kredit yang lebih spesifik juga dilakukan atas portofolio pinjaman yang bermasalah maupun eksposur risiko kredit lain. Upaya yang dilakukan di antaranya adalah restrukturisasi fasilitas pinjaman yang bermasalah, pengambilalihan agunan dan pembentukan cadangan untuk menutup potensi kerugian, hingga pelaksanaan hapus buku. Bank telah menjalankan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko yang mencakup profil risiko kredit secara komprehensif. Dalam rangka pengendalian risiko kredit secara komprehensif, Bank terus meninjau dan menyempurnakan pelaksanaan fungsi pengendalian risiko kredit.

Manajemen risiko kredit diarahkan untuk meningkatkan keseimbangan antara ekspansi kredit yang sehat dengan pengelolaan pinjaman yang berprinsip kehati-hatian (*prudent*) agar terhindar dari risiko penurunan kualitas kredit atau menjadi *Non Performing Loan* (NPL), serta mengoptimalkan penggunaan modal yang dialokasikan untuk risiko kredit.

i. Pengukuran risiko kredit

Dalam mengukur risiko kredit untuk pinjaman yang diberikan, Bank mempertimbangkan estimasi kerugian saat debitur kemungkinan tidak dapat memenuhi kewajibannya dan estimasi kerugian atas kewajiban debitur yang telah wanprestasi. Untuk mengelola dan memantau risiko atas penyaluran pinjaman, secara rutin Bank melakukan analisis terhadap portofolio pinjaman dan segmentasi bisnis berdasarkan kualitas kredit dari debitur.

47. RISK MANAGEMENT (continued)

Credit risk (continued)

- v. Debtor's collateral quality, both in form of tangible asset or cash equivalents;
- vi. Customers' competitive position in the industry; and
- vii. General economic conditions.

In relation to the specific credit risk exposure such as individual credit, inter-bank facility and others, the Bank separately evaluates based on other factors that may be different, according to the specific characteristics of each exposure. The approval process of facility with credit risk exposure are executed based on a principal that each facility and credit risk exposure approval must be processed through the credit committee and/or other committee.

Furthermore, specific credit risk management is performed on non-performing loan portfolio and other credit risk exposures. Such efforts, among others, are restructuring on non-performing loans, foreclosing assets and providing allowances to cover potential losses, and write-off. The Bank has identified, measured, monitored, and controlled risks which covers credit risk profile in a comprehensive risk management. In order to control credit risk in a comprehensive manner, the Bank continues to review and accomplish the implementation of credit risk control function.

Credit risk management is mainly to improve the balance of credit expansion and the prudent credit management that could mitigate the risk of the deterioration of loan quality or loans from becoming Non Performing Loan, and to optimise the use of capital allocated for the credit risk.

i. Credit risk measurement

In measuring credit risk for loans, the Bank considers the estimated losses when borrowers may be unable to meet its obligations and estimated losses on defaulting debtor's liabilities. To manage and monitor the credit risk, the Bank conducts a regular analysis of the loan portfolio and business segmentation based on the credit quality of borrowers.

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47. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

i. Pengukuran risiko kredit (lanjutan)

Bank telah mengembangkan model untuk mendukung kuantifikasi dari risiko kredit. Model peringkat dan skor ini digunakan untuk keseluruhan portofolio pinjaman dan membentuk basis untuk mengukur risiko wanprestasi. Dalam mengukur risiko kredit untuk pinjaman yang diberikan, Bank mempertimbangkan dua komponen: (i) "probability of default" (PD) dari klien atau pihak lawan atas kewajiban kontraktualnya; (ii) kemungkinan rasio pengembalian atas kewajiban yang telah wanprestasi ("loss given default") (LGD). Model ini terus ditelaah untuk memonitor tingkat akurasi model, relatif terhadap kinerja aktual dan diubah jika diperlukan untuk mengoptimalkan keefektifitasannya.

ii. Pengendalian batas risiko dan kebijakan mitigasi

Untuk menghindari risiko konsentrasi kredit, Bank menetapkan limit eksposur untuk setiap nasabah baik pihak berelasi maupun pihak ketiga dalam kebijakan batas maksimum pemberian pinjaman.

Bank mengelola, membatasi dan mengendalikan konsentrasi risiko kredit, secara khusus terhadap debitur individu maupun kelompok, dan industri maupun geografis.

Batas pemberian pinjaman ditelaah mengikuti perubahan pada kondisi pasar dan ekonomi dan evaluasi kredit secara periodik dan penilaian atas kemungkinan wanprestasi.

Dalam proses pengajuan pinjaman, pembelian efek-efek maupun penempatan pada bank lain, Bank menetapkan *dual control* dalam rangka *four eyes principles* yang melibatkan petugas pemasaran, petugas pemeriksa dan pejabat yang berwenang.

Beberapa pengendalian spesifik lainnya dan pengukuran mitigasi dijelaskan di bawah ini:

Agunan

Pengelolaan risiko kredit terhadap pinjaman yang diberikan tidak hanya menjaga kualitas pinjaman namun juga memitigasi risiko dengan tambahan aset sebagai jaminan atas kewajiban kontraktual debitur. Beberapa jenis agunan yang diterima dalam rangka memitigasi risiko kredit antara lain:

47. RISK MANAGEMENT (continued)

Credit risk (continued)

i. Credit risk measurement (continued)

The Bank has developed models to support the quantification of the credit risk. These rating and scoring models are used for all key credit portfolios and form the basis for measuring default risks. In measuring the credit risk of loans, whereby the Bank considers two components: (i) "the probability of default" (PD) by the client or counterparty on its contractual obligations; (ii) the likely recovery ratio on the defaulted obligations ("the loss given default") (LGD). The models are reviewed to monitor their robustness relative to actual performance and amended as necessary to optimise their effectiveness.

ii. Risk limit control and mitigation policies

To minimise the credit concentration risk, the Bank sets an exposure limit to each related and third parties as mentioned in the maximum lending limit policy.

The Bank manages, limits and controls the credit concentration risk, in particular, to individual counterparties and groups, and to industries and geographies.

Lending limits are reviewed in the light of changing market and economic conditions and periodic credit reviews and assessments of probability of default.

In the loan application process, purchase of securities and placement with other banks, the Bank sets dual control as part of four eyes principles which involve marketing officers, supervisors and authorised approvers.

Some other specific controls and the mitigation measurement are explained as follows:

Collateral

Risk management of loans, not only maintain loans quality but also to mitigate the risk with additional assets as collateral to cover financial contractual obligation of debtors. Some of acceptable collateral to mitigate the credit risk such as:

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47. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

- ii. Pengendalian batas risiko dan kebijakan mitigasi (lanjutan)

Agunan (lanjutan)

- Kas (Deposito)
- Tanah dan/atau bangunan
- Mesin dan peralatan
- Kendaraan bermotor
- Piutang
- Persediaan
- Personal/Korporate/Bank Guarantee

Pinjaman modal kerja, pinjaman investasi dan pinjaman konsumsi biasanya dijamin sepenuhnya. Pemberian pinjaman jangka panjang kepada debitur korporasi pada umumnya disertai agunan. Untuk meminimalisasi kerugian kredit, Bank akan meminta tambahan agunan dari debitur ketika terdapat indikasi penurunan nilai atas pinjaman yang diberikan.

- iii. Risiko kredit maksimum

Untuk aset keuangan yang diakui di laporan posisi keuangan konsolidasian, eksposur maksimum terhadap risiko kredit sama dengan nilai tercatat. Untuk bank garansi, eksposur maksimum terhadap risiko kredit adalah nilai maksimum yang harus dibayarkan oleh Bank jika liabilitas atas bank garansi terjadi. Untuk fasilitas pinjaman kepada nasabah yang belum digunakan, eksposur maksimum terhadap risiko kredit adalah sebesar komitmen tersebut.

Eksposur maksimum risiko kredit terhadap aset keuangan pada laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2018 dan 2017 adalah sebagai berikut:

<u>Laporan posisi keuangan konsolidasian</u>	<u>2018</u>	<u>2017</u>	<u>Consolidated statements of financial position</u>
Giro pada Bank Indonesia	1,551,075,080	1,768,560,694	Current accounts with Bank Indonesia
Giro pada bank lain	91,961,736	75,230,962	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank lain	2,401,787,349	2,114,572,525	Placements with Bank Indonesia and other banks
Efek-efek	6,797,477,920	7,930,091,918	Marketable securities
Efek-efek yang dibeli dengan janji dijual kembali	1,000,011,192	-	Securities purchased under resale agreement
Pendapatan bunga yang masih akan diterima	189,997,490	221,738,507	Interest receivable

47. RISK MANAGEMENT (continued)

Credit risk(continued)

- ii. Risk limit control and mitigation policies (continued)

Collateral (continued)

- Cash (Deposit)
- Land and/or building
- Machinery and equipment
- Vehicle
- Trade receivables
- Inventory
- Personal/Corporate/Bank Guarantee

Working capital loans, investment loans and consumer loans are usually fully guaranteed. The long-term loans to corporate debtors are generally secured by collateral. In order to minimise credit losses, the Bank will request additional collateral from the borrower when there is an indication of impairment on loans.

- iii. Maximum credit risk

For financial assets recognised on the consolidated statements of financial position, the maximum exposure to credit risk equals their carrying amount. For bank guarantees, the maximum exposure to credit risk is the maximum amount that the Bank has to pay if the obligations of the bank guarantees issued are called upon. For the unused loan facilities, the maximum exposure to credit risk is the committed amount.

The maximum exposure to credit risk of financial assets on consolidated statements of financial position as at 31 December 2018 and 2017 are as follows:

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47. MANAJEMEN RISIKO (lanjutan)

47. RISK MANAGEMENT (continued)

Risiko kredit (lanjutan)

Credit risk (continued)

iii. Risiko kredit maksimum (lanjutan)

iii. Maximum credit risk (continued)

	<u>2018</u>	<u>2017</u>	
<u>Laporan posisi keuangan konsolidasian</u> (lanjutan)			<u>Consolidated statements of financial position</u> (continued)
Pinjaman yang diberikan,			Loans, Sharia
Pembiayaan dan piutang Syariah	16,393,596,314	15,831,264,327	financing and receivables
Penyertaan saham	60,469	60,469	Investment in shares
Tagihan akseptasi	164,546,909	117,881,394	Acceptance receivables
Aset lain-lain	<u>77,225,013</u>	<u>33,985,384</u>	Other assets
Jumlah	<u>28,667,739,472</u>	<u>28,093,386,180</u>	Total
Dikurangi:			Less:
Cadangan kerugian			Allowance for
penurunan nilai	<u>(363,782,633)</u>	<u>(286,885,997)</u>	impairment losses
	<u>28,303,956,839</u>	<u>27,806,500,183</u>	

Eksposur maksimum risiko kredit terhadap rekening administratif pada tanggal 31 Desember 2018 dan 2017 adalah sebagai berikut:

The maximum credit risk exposures relating to administrative accounts as at 31 December 2018 and 2017 are as follows :

	<u>2018</u>	<u>2017</u>	
<u>Rekening administratif</u>			<u>Administrative accounts</u>
Fasilitas pinjaman yang belum digunakan	1,861,005,963	2,396,988,656	Unused loan facilities
Garansi yang diberikan	<u>373,004,136</u>	<u>356,341,644</u>	Guarantees issued
Jumlah	<u>2,234,010,099</u>	<u>2,753,330,300</u>	Total

Tabel di atas menggambarkan eksposur maksimum atas risiko kredit bagi Bank pada tanggal 31 Desember 2018 dan 2017, sebelum memperhitungkan cadangan kerugian penurunan nilai. Untuk aset keuangan, eksposur di atas ditentukan berdasarkan nilai tercatat bruto seperti yang diungkapkan pada laporan posisi keuangan konsolidasian.

The table above shows the maximum exposure to credit risk for the Bank as at 31 December 2018 and 2017, gross of allowance for impairment losses. For financial assets, the exposures set out above are based on the gross carrying value as disclosed in the consolidated statements of financial position.

Seperti yang telah dijelaskan di atas, pada tanggal 31 Desember 2018 dan 2017, 57,18% dan 56,35% dari jumlah eksposur maksimum adalah berasal dari pinjaman yang diberikan (sebelum memperhitungkan cadangan kerugian penurunan nilai).

As mentioned above, as at 31 December 2018 and 2017, 57.18% and 56.35% of the total maximum exposure, respectively, is derived from loans (gross of allowance for impairment losses).

iv. Evaluasi penurunan nilai

iv. Impairment assessment

Untuk tujuan akuntansi, Bank menggunakan model *incurred loss* untuk pengakuan kerugian penurunan nilai aset keuangan. Hal ini berarti kerugian hanya dapat diakui jika terdapat bukti objektif atas peristiwa kerugian spesifik.

For accounting purposes, the Bank uses an *incurred loss* model for the recognition of losses on impaired financial assets. This means that losses can only be recognised when an objective evidence of a specific loss event has been observed.

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47. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

iv. Evaluasi penurunan nilai (lanjutan)

Pertimbangan utama evaluasi penurunan nilai pinjaman yang diberikan termasuk adanya pembayaran pokok atau bunga yang jatuh tempo lebih dari 90 (sembilan puluh) hari atau terdapat kesulitan atau pelanggaran dari persyaratan yang terdapat dalam kontrak awal yang diketahui. Bank melakukan evaluasi penurunan nilai dalam 2 (dua) area yaitu evaluasi penurunan nilai secara individual dan evaluasi penurunan nilai secara kolektif.

a. Evaluasi penurunan nilai secara individual

Bank menentukan penyisihan kerugian penurunan nilai secara individual untuk masing-masing pinjaman signifikan yang diberikan dan memiliki bukti objektif penurunan nilai.

b. Evaluasi penurunan nilai secara kolektif

Evaluasi penyisihan kerugian penurunan nilai secara kolektif dilakukan atas pinjaman yang diberikan yang tidak signifikan secara individual dan juga untuk pinjaman signifikan yang diberikan yang tidak memiliki bukti objektif penurunan nilai.

v. Kualitas aset keuangan

Pada tanggal 31 Desember 2018 dan 2017, eksposur risiko kredit atas aset keuangan terbagi atas:

47. RISK MANAGEMENT (continued)

Credit risk(continued)

iv. Impairment assessment (continued)

The main considerations for the loan impairment assessment include whether any payments of principal or interest are overdue by more than 90 days or there are any known difficulties, or infringement of the original terms of the contract. The Bank addresses impairment assessment in 2 (two) areas: individually assessed allowances and collectively assessed allowances.

a. Individually assessed allowances

The Bank determines the allowances for impairment losses for each significant loans on an individual basis and have objective evidence of impairment.

b. Collectively assessed allowances

Allowances for impairment losses are assessed collectively for losses on loans that are not individually significant and for individually significant loans with no objective evidence of impairment.

v. Quality of financial assets

As at 31 December 2018 and 2017, credit risk exposure relating to financial assets are divided as follows:

	2018				
	Belum jatuh tempo dan tidak mengalami penurunan nilai/ <i>Neither past due nor impaired</i>	Telah jatuh tempo tetapi tidak mengalami penurunan nilai/ <i>Past due but not impaired</i>	Mengalami penurunan nilai/ <i>Impaired</i>	Jumlah/ <i>Total</i>	
Giro pada Bank Indonesia	1,551,075,080	-	-	1,551,075,080	Current accounts with Bank Indonesia
Giro pada bank lain	91,961,736	-	-	91,961,736	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank lain	2,401,787,349	-	-	2,401,787,349	Placements with Bank Indonesia and other banks
Efek-efek	6,709,984,704	-	87,493,216	6,797,477,920	Marketable securities
Efek-efek yang dibeli dengan janji dijual kembali	1,000,011,192	-	-	1,000,011,192	Securities purchased under resale agreement
Pinjaman yang diberikan, pembiayaan dan piutang Syariah	14,396,522,567	731,350,936	1,265,722,811	16,393,596,314	Loans, Sharia financing and receivables
Pendapatan bunga yang masih akan diterima	160,797,139	15,967,092	13,233,259	189,997,490	Interest receivables
Penyertaan saham	60,469	-	-	60,469	Investment in shares
Tagihan akseptasi	164,546,909	-	-	164,546,909	Acceptance receivables
Aset lain-lain	77,225,013	-	-	77,225,013	Other assets
Jumlah	26,553,972,158	747,318,028	1,366,449,286	28,667,739,472	
Dikurangi: cadangan kerugian penurunan nilai				(363,782,633)	Less: Allowance for impairment losses
				<u>28,303,956,839</u>	

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47. MANAJEMEN RISIKO (lanjutan)

47. RISK MANAGEMENT (continued)

Risiko kredit (lanjutan)

Credit risk (continued)

v. Kualitas aset keuangan (lanjutan)

v. Quality of financial assets (continued)

	2017				
	Belum jatuh tempo dan tidak mengalami penurunan nilai/ <i>Neither past due nor impaired</i>	Telah jatuh tempo tetapi tidak mengalami penurunan nilai/ <i>Past due but not impaired</i>	Mengalami penurunan nilai/ <i>Impaired</i>	Jumlah/ <i>Total</i>	
Giro pada Bank Indonesia	1,768,560,694	-	-	1,768,560,694	<i>Current accounts with Bank Indonesia</i>
Giro pada bank lain	75,230,962	-	-	75,230,962	<i>Current accounts with other banks</i>
Penempatan pada Bank Indonesia dan bank lain	2,114,572,525	-	-	2,114,572,525	<i>Placements with Bank Indonesia and other banks</i>
Efek-efek	7,864,656,377	-	65,435,541	7,930,091,918	<i>Marketable securities</i>
Pinjaman yang diberikan, pembiayaan dan piutang Syariah	13,104,700,026	874,411,950	1,852,152,351	15,831,264,327	<i>Loans, Sharia financing and receivables</i>
Pendapatan bunga yang masih akan diterima	136,861,017	24,881,786	59,995,704	221,738,507	<i>Interest receivables</i>
Penyertaan saham	60,469	-	-	60,469	<i>Investments in shares</i>
Tagihan akseptasi	117,881,394	-	-	117,881,394	<i>Acceptance receivables</i>
Aset lain-lain	33,985,384	-	-	33,985,384	<i>Other assets</i>
Jumlah	25,216,508,848	899,293,736	1,977,583,596	28,093,386,180	<i>Total</i>
Dikurangi: cadangan kerugian penurunan nilai				(286,885,997)	<i>Less: Allowance for impairment losses</i>
				<u>27,806,500,183</u>	

Analisis umur pinjaman yang diberikan (bruto) yang telah jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2018 dan 2017 adalah:

The aging analysis of loans (gross) that are past due but not impaired as at 31 December 2018 and 2017 are as follows:

	2018				
	Modal kerja/ <i>Working capital</i>	Investasi/ <i>Investment</i>	Konsumsi/ <i>Consumer</i>	Jumlah/ <i>Total</i>	
1 - 30 hari	315,325,832	175,983,739	8,236,557	499,546,128	<i>1 - 30 days</i>
31 - 60 hari	55,242,363	127,295,736	11,781,031	194,319,130	<i>31 - 60 days</i>
61 - 90 hari	36,941,333	-	544,345	37,485,678	<i>61 - 90 days</i>
	<u>407,509,528</u>	<u>303,279,475</u>	<u>20,561,933</u>	<u>731,350,936</u>	

	2017				
	Modal kerja/ <i>Working capital</i>	Investasi/ <i>Investment</i>	Konsumsi/ <i>Consumer</i>	Jumlah/ <i>Total</i>	
1 - 30 hari	50,021,696	124,721,031	509,670	175,252,397	<i>1 - 30 days</i>
31 - 60 hari	277,726,610	145,533,324	16,746,609	440,006,543	<i>31 - 60 days</i>
61 - 90 hari	132,525,588	107,217,505	19,409,917	259,153,010	<i>61 - 90 days</i>
	<u>460,273,894</u>	<u>377,471,860</u>	<u>36,666,196</u>	<u>874,411,950</u>	

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47. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

v. Kualitas aset keuangan (lanjutan)

Analisis umur pendapatan bunga yang masih akan diterima yang telah jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2018 dan 2017 adalah:

47. RISK MANAGEMENT (continued)

Credit risk (continued)

v. Quality of financial assets (continued)

The aging interest receivables that are past due but not impaired as at 31 December 2018 and 2017 are as follows:

2018					
	Modal kerja/ <i>Working capital</i>	Investasi/ <i>Investment</i>	Konsumsi/ <i>Consumer</i>	Jumlah/ <i>Total</i>	
1 - 30 hari	5,658,167	2,645,051	110,591	8,413,809	1 - 30 days
31 - 60 hari	1,581,438	4,399,227	273,174	6,253,839	31 - 60 days
61 - 90 hari	1,283,644	-	15,800	1,299,444	61 - 90 days
	<u>8,523,249</u>	<u>7,044,278</u>	<u>399,565</u>	<u>15,967,092</u>	
2017					
	Modal kerja/ <i>Working capital</i>	Investasi/ <i>Investment</i>	Konsumsi/ <i>Consumer</i>	Jumlah/ <i>Total</i>	
1 - 30 hari	6,173,648	2,224,026	3,429	8,401,103	1 - 30 days
31 - 60 hari	5,924,216	3,291,493	387,788	9,603,497	31 - 60 days
61 - 90 hari	4,615,578	1,765,438	496,170	6,877,186	61 - 90 days
	<u>16,713,442</u>	<u>7,280,957</u>	<u>887,387</u>	<u>24,881,786</u>	

Risiko pasar

Risiko pasar adalah risiko pada laporan posisi keuangan konsolidasian dan rekening administratif termasuk transaksi derivatif, akibat perubahan secara keseluruhan dari kondisi pasar, termasuk risiko perubahan harga opsi. Risiko pasar meliputi, antara lain, risiko tingkat suku bunga, risiko nilai tukar, risiko ekuitas dan risiko komoditas. Risiko tingkat suku bunga, risiko nilai tukar dan risiko komoditas dapat berasal baik dari posisi *trading book* maupun posisi *banking book*, sedangkan risiko ekuitas berasal dari posisi *trading book*. *Asset and Liability Committee* (ALCO) merupakan komite yang membantu Direksi dalam mengawasi dan mengelola risiko pasar.

Risiko pasar melekat pada aktivitas fungsional Bank seperti kegiatan treasuri dan investasi dalam bentuk efek-efek dan pasar uang maupun penyertaan pada lembaga keuangan lainnya, penyediaan dana dan pinjaman, kegiatan pendanaan dan penerbitan surat utang, serta kegiatan pembiayaan perdagangan. Untuk itu, Bank harus dan selalu melakukan identifikasi dan pemantauan dari waktu ke waktu untuk mengantisipasi adanya risiko pasar. LFR (*Loan to Funding Ratio*) Bank pada tanggal 31 Desember 2018 dan 2017 masing-masing adalah sebesar 75.86% dan 69.65%.

Market risk

Market risk is the risk on the consolidated statements of financial position and administrative accounts, including derivative transactions, due to overall changes in market conditions, including the risk of change of option price. Market risk include, among others, interest rate risk, foreign exchange risk, equity risk and commodity risk. Interest rate risk, foreign exchange risk and commodity risk can come from trading book and banking book, whereas equity risk come from trading book. Asset and Liability Committee (ALCO) is a committee assisting Directors in monitoring and maintaining market risk.

Market risk is adhered on functional activities of the Bank such as treasury activity and investment in securities and money market or investment in other financing institution, funding and lending, funding activity and issued obligation and financing trading activity. The Bank must and always identify and monitor from time to time to anticipate the market risk. The Loan to Funding Ratio (LFR) of the Bank as at 31 December 2018 and 2017 are 75.86% and 69.65%, respectively.

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47. MANAJEMEN RISIKO (lanjutan)

Risiko pasar (lanjutan)

Tujuan dari manajemen risiko pasar adalah untuk melakukan identifikasi, pengukuran, pengendalian, dan pengelolaan eksposur risiko pasar dalam parameter yang dapat diterima, serta memaksimalkan tingkat pengembalian. Hal ini dilakukan melalui kebijakan yang komprehensif dan kerangka limit untuk mengidentifikasi, mengukur dan memonitor nilai risiko berdasarkan tingkat risiko yang akan diambil (*risk appetite*) oleh Bank.

Dalam melakukan pengukuran risiko pasar, Bank menggunakan perhitungan Metode Standar untuk menghitung Kewajiban Penyediaan Modal Minimum (KPM) untuk risiko pasar.

Risiko tingkat suku bunga

Risiko tingkat suku bunga timbul dari adanya kemungkinan bahwa perubahan tingkat suku bunga akan mempengaruhi arus kas masa depan dari nilai wajar instrumen keuangan.

Dalam rangka meminimalkan risiko tingkat suku bunga, Bank melakukan upaya-upaya sebagai berikut, antara lain:

- Meningkatkan fungsi dan peran *Assets & Liabilities Committee* (ALCO) dalam rangka identifikasi dan penetapan tingkat suku bunga pinjaman dan dana pihak ketiga untuk mengantisipasi fluktuasi suku bunga pasar.
- Penerapan Kebijakan *Assets & Liabilities Management* (ALMA) untuk pihak berelasi dalam penerapan manajemen risiko Bank dan merupakan salah satu pedoman bagi unit kerja *Treasury* dalam melakukan transaksi di pasar uang dan pasar modal seperti:
 - i. Melakukan identifikasi risiko tingkat suku bunga yang berasal dari transaksi dan portofolio Bank pada Efek-efek;
 - ii. Penetapan sistem pengukuran risiko tingkat suku bunga dengan menggunakan *gap analysis* atau *duration analysis*; dan
 - iii. Strategi penanaman dana dan strategi pengumpulan dana.

Tabel berikut merupakan kisaran tingkat suku bunga kontraktual per tahun untuk aset dan liabilitas keuangan yang signifikan untuk tahun yang berakhir pada tanggal 31 Desember 2018 dan 2017:

47. RISK MANAGEMENT (continued)

Market risk (continued)

The objective of market risk management is to identify, measure, control, and manage market risk exposures within acceptable parameters, while optimising the returns. This is done through a comprehensive policy and limit framework to identify, measure, and monitor the amount of risk based on risk appetite of the Bank.

In measuring market risk, the Bank uses the Standardised Method in calculating Capital Adequacy Ratio (CAR) for market risk.

Interest rate risk

Interest rate risk arise from the possibility that changes in interest rates will affect future cash flows or the fair values of financial instruments.

To minimise interest rate risk, the Bank makes the following efforts, among others:

- *Increasing function and role of Assets & Liabilities Committee (ALCO) in identifying and determining interest rate and third party funds to anticipate fluctuations in market interest rate.*
- *Application of Assets & Liabilities Management's (ALMA) policy to related parties in application of risk management of the Bank and it is one of a guidance for Treasury working unit in money market and capital market transactions such as:*
 - i. *Identifying interest rate risk from transaction and Bank's portfolio of securities;*
 - ii. *Determining measuring system of interest rate risk using gap analysis or duration analysis; and*
 - iii. *Strategies of investment and collection of funds.*

The following table summarises the range of contractual interest rates per annum for significant financial assets and liabilities for the years ended 31 December 2018 and 2017:

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47. MANAJEMEN RISIKO (lanjutan)

Risiko pasar (lanjutan)

Risiko tingkat suku bunga (lanjutan)

	2018	2017
Aset		
Giro pada bank lain	0.00% - 2.00%	0.00% - 2.00%
Penempatan pada		
Bank Indonesia dan bank lain	2.43% - 8.50%	1.24% - 7.9%
Efek-efek	5.00% - 14.25%	6.00% - 17.70%
Efek-efek yang dibeli dengan		
janji dijual kembali	6.68% - 6.92%	-
Pinjaman yang diberikan,		
pembiayaan dan piutang Syariah	10.00% - 33.06%	12.00% - 33.06%
Liabilitas		
Simpanan nasabah	0.00% - 9.88%	0.00% - 10.50%
Simpanan dari bank lain	2.00% - 7.75%	3.90% - 4.75%
Efek-efek yang diterbitkan	9.70% - 11.00%	9.50% - 11.00%
Efek-efek yang dijual dengan		
janji dibeli kembali	6.29% - 6.95%	-

Sensitivitas terhadap laba bersih

Tabel di bawah ini mengikhtisarkan sensitivitas laba bersih pada tanggal 31 Desember 2018 dan 2017 atas perubahan tingkat suku bunga:

47. RISK MANAGEMENT (continued)

Market risk (continued)

Interest rate risk(continued)

Assets
Current accounts with other banks
Placements with Bank Indonesia and other banks
Marketable securities
Securities purchased under resale agreements
Loans, Sharia financing and receivables
Liabilities
Deposits from customers
Deposits from other banks
Securities issued
Securities sold under repurchase agreements

Sensitivity to net income

The following table summarises the sensitivity of Bank's net income to movement of interest rates on 31 December 2018 and 2017:

	2018		
	Peningkatan dalam 100 basis poin/ Increase by 100 basis point	Penurunan dalam 100 basis poin/ Decrease by 100 basis point	
Pengaruh terhadap laba bersih	<u>22,802,128</u>	<u>(22,802,128)</u>	Impact to net income
	2017		
	Peningkatan dalam 100 basis poin/ Increase by 100 basis point	Penurunan dalam 100 basis poin/ Decrease by 100 basis point	
Pengaruh terhadap laba bersih	<u>22,927,182</u>	<u>(22,927,182)</u>	Impact to net income

Proyeksi di atas mengasumsikan bahwa tingkat suku bunga bergerak pada jumlah yang sama, sehingga tidak mencerminkan pengaruh potensial laba atas perubahan beberapa tingkat suku bunga sementara yang lainnya tidak berubah. Proyeksi juga mengasumsikan bahwa seluruh variabel lainnya adalah konstan dan berdasarkan tanggal pelaporan yang konstan serta seluruh posisi hingga jatuh tempo.

The projection above assumes that interest rates of all maturities move by the same amount and, therefore, do not reflect the profit potential impact on the changes of some interest rates while others remain unchanged. The projections also assume that all other variables are held constant and based on a constant reporting date position and that all positions run to maturity.

Risiko mata uang

Bank memiliki eksposur risiko mata uang akibat adanya transaksi dalam valuta asing. Bank memonitor risiko konsentrasi yang terjadi untuk setiap valuta sehubungan dengan penjabaran transaksi dalam valuta asing ke dalam aset dan liabilitas moneter dalam Rupiah.

Currency risk

The Bank is exposed to currency risk through transaction in foreign currencies. The Bank monitors any concentration risk in relation to any individual currency in regard to the translation of foreign currency transactions into monetary assets and liabilities in Rupiah.

Pengelolaan posisi valuta asing Bank dilakukan dengan cara mengendalikan Posisi Devisa Neto ("PDN") Bank secara keseluruhan.

The Bank's foreign currency position management is conducted by managing the Bank's overall Net Open Position ("NOP").

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47. MANAJEMEN RISIKO (lanjutan)

Risiko pasar (lanjutan)

Risiko mata uang (lanjutan)

47. RISK MANAGEMENT (continued)

Market risk (continued)

Currency risk (continued)

31 Desember/December 2018				
Valuta	Aset/ Assets	Liabilitas/ Liabilities	Posisi Devisa Neto (nilai absolut)/ Net Open Position (absolute amount)	Currencies
Keseluruhan (laporan posisi keuangan dan rekening administratif)				Aggregate (statements of financial position and administrative accounts)
Dolar Amerika Serikat	480,030,863	467,148,166	12,882,697	United States Dollar
Euro Eropa	21,334,257	21,789,333	455,076	European Euro
Dolar Singapura	384,359	55,327	329,032	Singapore Dollar
China Yuan	192,475	-	192,475	China Yuan
Yen Jepang	145,419	-	145,419	Japanese Yen
Dolar Australia	69,104	-	69,104	Australian Dollar
Total			14.073.803	Total
Jumlah ekuitas pada tanggal 31 Desember 2018			3,015,858,874	Total equity as of 31 December 2018
Rasio PDN			0.47%	NOP Ratio

Risiko likuiditas

Risiko likuiditas merupakan risiko akibat ketidakmampuan Bank memenuhi kewajiban yang jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan, tanpa mengganggu aktivitas dan kondisi keuangan Bank. Ketidakmampuan memperoleh sumber pendanaan arus kas sehingga menimbulkan risiko likuiditas dapat disebabkan antara lain oleh:

- Ketidakmampuan menghasilkan arus kas yang berasal dari aset produktif maupun yang berasal dari penjualan aset termasuk aset likuid; dan/atau
- Ketidakmampuan menghasilkan arus kas yang berasal dari penghimpunan dana dan transaksi antar Bank.

Risiko likuiditas berhubungan dengan adanya kemungkinan Bank tidak dapat memenuhi kewajibannya terhadap deposan, investor atau kreditur yang diantaranya disebabkan dari keterbatasan akses pendanaan atau ketidakmampuan Bank untuk melikuidasi aset yang dimiliki dengan harga yang wajar. *Asset and Liability Committee (ALCO)* merupakan komite yang membantu Direksi dalam mengawasi dan mengelola risiko likuiditas.

Secara umum, tujuan utama manajemen risiko untuk risiko likuiditas adalah untuk meminimalkan kemungkinan ketidakmampuan Bank dalam memperoleh sumber pendanaan arus kas. Dengan demikian Bank dapat memenuhi setiap kewajiban finansial yang sudah diperjanjikan secara tepat waktu, dan agar senantiasa dapat memelihara tingkat likuiditas yang memadai dan optimal.

Liquidity risk

Liquidity risk is the risk arising from the inability of the Bank to meet the maturing obligations from cash flow funding sources and/or from high-quality liquid assets that can be pledged, without disturbing the activities and financial condition of the Bank. The inability to obtain funding for cash flows resulting to liquidity risk can be contributed by:

- Inability to generate cash flows from productive assets as well as from the sale of assets, including liquid assets; and/or*
- Inability to generate cash flows from funding and interbank transactions.*

Liquidity risk related with the possibility of Bank's inability to meet the maturing obligations to its customers, investors or creditors in which due to the limitation of funding line or inability of the Bank to liquidate its assets with the fair value. Asset and Liability Committee (ALCO) is a committee under Director who monitor and manage liquidity risk.

In general, the main purpose of liquidity risk management is to minimise the possibility of the Bank's inability to obtain sources of financing. Thus the Bank can fulfill any financial obligations as they fall due in a timely manner, and in order to maintain an adequate and optimal level of liquidity.

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47. MANAJEMEN RISIKO (lanjutan)

Risiko likuiditas (lanjutan)

Kebijakan pengelolaan risiko likuiditas antara lain mencakup pengawasan aktif Dewan Komisaris dan Direksi, yang pada intinya mengatur penerapan Manajemen Risiko likuiditas pada Bank, Kebijakan Manajemen Risiko likuiditas yang secara umum mencakup strategi manajemen risiko likuiditas, tingkat risiko yang akan diambil (*risk appetite*) dan toleransi risiko (*risk tolerance*) dan Sistem Informasi Manajemen Risiko serta Sistem Pengendalian Internal dengan menerapkan pengendalian internal dan kaji ulang independen yang memadai terhadap penerapan Manajemen Risiko untuk Risiko likuiditas yang dilaksanakan oleh Satuan Kerja Audit Internal (SKAI) dan Satuan Kerja Manajemen Risiko (SKMR).

Tujuan dari manajemen risiko likuiditas adalah untuk memastikan bahwa setiap kebutuhan dana di saat ini maupun di masa datang baik untuk kondisi normal maupun kondisi stres dapat dipenuhi.

Bank mengelola risiko likuiditas melalui analisis perbedaan jatuh tempo likuiditas dan rasio-rasio likuiditas. Risiko likuiditas diukur dan dipantau secara harian berdasarkan kerangka kerja limit risiko likuiditas. Analisis kesenjangan likuiditas memberikan pandangan terhadap ketidaksesuaian arus kas masuk dengan arus kas keluar pada waktu tertentu. Kondisi ini dikelola secara terpusat oleh Tresuri yang mempunyai akses dan otorisasi secara langsung ke *interbank market*, *wholesale* dan *professional market* lainnya, dalam upaya membantu aktivitas utama bisnis Bank seperti pengumpulan dana dan pemberian pinjaman.

Langkah yang diambil oleh Bank sehubungan dengan perbedaan antara aset dan liabilitas moneter yang jatuh tempo antara 1 (satu) sampai dengan 3 (tiga) bulan, adalah meningkatkan pelayanan kepada nasabah simpanan, memantau perpanjangan simpanan, mencari nasabah baru serta menawarkan produk dan bunga yang menarik kepada nasabah untuk menjaga stabilitas dan kontinuitas jumlah simpanan dari nasabah. Di samping itu, Bank juga mengintensifkan usaha penagihan kepada debitur bermasalah dan menempatkan kelebihan dana pada efek-efek yang memiliki pasar sehingga dapat dicairkan setiap saat apabila Bank membutuhkan dana.

Tabel jatuh tempo berikut ini menyajikan informasi mengenai perkiraan jatuh tempo dari liabilitas sesuai arus kas kontraktual yang tidak didiskontokan tanggal 31 Desember 2018 dan 2017.

47. RISK MANAGEMENT (continued)

Liquidity risk (continued)

Liquidity risk management policies include the active supervision of the Board of Commissioners and Board of Directors, which basically set the implementation of the Bank's Liquidity Risk Management, Liquidity Risk Management Policy which generally include liquidity risk management strategy, the level of risk to be taken (risk appetite) and risk tolerance (risk tolerance) and Information Systems Risk Management and Internal Control System by implementing internal control and review of appropriate independent of the implementation of Risk Management for liquidity risk is carried out by the Internal Audit (SKAI) and Risk Management Unit (SKMR).

The objective of liquidity risk management is to ensure that current and future fund requirements can be met both in normal or stress condition.

The Bank manages liquidity risk through liquidity gap analysis and liquidity ratios. Liquidity risk is measured and monitored on a daily basis based on liquidity risk limit framework. Liquidity gap analysis provides insight as to the mismatch of expected cash inflows against cash outflows on any given day. This is centrally managed within Treasury which has direct and authorised access to interbank, wholesale and other professional markets, to supplement core banking activities such as deposit taking and lending.

The steps taken by the Bank in connection with the maturity gap mismatch between its monetary assets and liabilities due in 1 (one) to 3 (three) months such as improving its services to customers, monitor the extension of deposit, search for new customers and offering services including attractive products and interest rates in order to maintain stability and continuity of deposits from customers. In addition, the Bank also intensify collection efforts from non-performing debtors and placing excess funds on marketable securities so they can be withdrawn at any time as the Bank needs a fund.

The maturity tables below provide information about maturities on contractual undiscounted cash flows of liabilities on 31 December 2018 and 2017.

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47. MANAJEMEN RISIKO (lanjutan)

Risiko likuiditas (lanjutan)

47. RISK MANAGEMENT (continued)

Liquidity risk (continued)

	2018					
	Jumlah/ Total	≤ 1 bulan/ ≤ 1 month	> 1 bulan/ 3 bulan/ > 1 month 3 months	> 3 bulan/ 1 tahun/ > 3 months 1 year	> 1 - 5 tahun/ > 1 - 5 years	
Liabilitas						Liabilities
Liabilitas segera	4,393,198	4,393,198	-	-	-	Obligations due immediately
Simpanan nasabah	20,636,380,394	12,663,761,103	4,898,190,182	3,074,429,109	-	Deposits from customers
Simpanan dari bank lain	1,835,799,330	405,789,330	1,429,010,000	1,000,000	-	Deposits from other banks
Efek-efek yang diterbitkan	1,585,722,555	-	-	299,628,575	1,286,093,980	Securities issued
Efek-efek yang dijual dengan janji dibeli kembali	1,302,663,597	1,302,663,597	-	-	-	Securities sold under repurchase agreement
Utang akseptasi	161,198,275	25,242,269	67,396,381	68,559,625	-	Acceptance payable
Akrual dan liabilitas lain-lain	142,935,867	142,935,867	-	-	-	Accruals and other liability
	<u>25,669,093,216</u>	<u>14,544,785,364</u>	<u>6,394,596,563</u>	<u>3,443,617,309</u>	<u>1,286,093,980</u>	
	2017					
	Jumlah/ Total	≤ 1 bulan/ ≤ 1 month	> 1 bulan/ 3 bulan/ > 1 month 3 months	> 3 bulan/ 1 tahun/ > 3 months 1 year	> 1 - 5 tahun/ > 1 - 5 years	
Liabilitas						Liabilities
Liabilitas segera	4,494,773	4,494,773	-	-	-	Obligations due immediately
Simpanan nasabah	20,774,972,177	8,354,311,906	4,549,306,130	7,871,354,141	-	Deposits from customers
Simpanan dari bank lain	2,236,882,484	316,356,934	1,898,715,550	21,810,000	-	Deposits from other banks
Efek-efek yang diterbitkan	1,140,423,161	-	-	197,865,154	942,558,007	Securities issued
Utang akseptasi	77,660,147	1,455,033	66,520,820	9,684,294	-	Acceptance payable
Akrual dan liabilitas lain-lain	121,677,851	121,677,851	-	-	-	Accruals and other liability
	<u>24,356,110,593</u>	<u>8,798,296,497</u>	<u>6,514,542,500</u>	<u>8,100,713,589</u>	<u>942,558,007</u>	

Informasi mengenai perkiraan *cash outflow* dari rekening administratif pada tanggal 31 Desember 2018 dan 2017

The tables below provide information about estimated cash outflow of off-balance sheet as at 31 December 2018 and 2017.

	2018					
	Jumlah/ Total	Kurang dari/ Less than 1 bulan/month	1 – 3 bulan/ months	3 – 12 bulan/ months	1 – 5 tahun/ years	
Fasilitas pinjaman yang belum digunakan	1,861,005,963	344,088,299	298,913,009	1,212,241,354	5,763,301	Unused loan facilities
Garansi yang diberikan	373,004,136	53,058,133	44,842,026	243,605,977	31,498,000	
	<u>2,234,010,099</u>	<u>397,146,432</u>	<u>343,755,035</u>	<u>1,455,847,331</u>	<u>37,261,301</u>	
	2017					
	Jumlah/ Total	Kurang dari/ Less than 1 bulan/month	1 – 3 bulan/ months	3 – 12 bulan/ months	1 – 5 tahun/ years	
Fasilitas pinjaman yang belum digunakan	2,396,988,656	213,849,068	538,838,492	1,592,919,305	51,381,791	Unused loan facilities
Garansi yang diberikan	356,341,644	80,339,158	-	273,253,286	2,749,200	
	<u>2,753,330,300</u>	<u>294,188,226</u>	<u>538,838,492</u>	<u>1,866,172,591</u>	<u>54,130,991</u>	

Risiko operasional

Risiko operasional adalah risiko kerugian yang langsung ataupun tidak langsung yang terjadi karena tidak memadainya atau karena adanya kegagalan proses internal, kesalahan manusia, kegagalan sistem, dan/atau adanya kejadian-kejadian eksternal yang mempengaruhi operasional Bank.

Operational risk

Operational risk is the risk of direct or indirect loss resulting from inadequate or failure in internal processes, people and systems or from external problems that affect the Bank's operations.

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47. MANAJEMEN RISIKO (lanjutan)

Risiko operasional (lanjutan)

Risiko ini melekat dalam semua proses bisnis, kegiatan operasional, sistem dan produk Bank, dari mulai Kantor Pusat sampai Kantor Kas. Kegagalan mengelola risiko operasional dapat menyebabkan kerugian keuangan, keselamatan karyawan dan reputasi Bank hingga akhirnya mempengaruhi kecukupan modal Bank. Tujuan Bank dalam mengelola risiko operasional adalah meminimalisasi dampak kegagalan/ketidacukupan proses internal, faktor manusia, sistem atau kejadian-kejadian eksternal yang dapat mempunyai dampak kerugian.

Bank menerapkan manajemen risiko operasional dengan sasaran memastikan bahwa Bank telah melakukan proses manajemen risiko yang meliputi identifikasi, penilaian, pengkajian, mitigasi risiko serta dilakukan pengawasan dan pelaporan atas pelaksanaannya. Hal tersebut dilakukan dengan tujuan akhir memaksimalkan benefit dari suatu produk/layanan atau proses transaksi/aktivitas dengan potensi atas risiko operasional yang telah diperhitungkan.

Proses pengkajian risiko dilakukan untuk menilai kecukupan pengendalian internal serta proses identifikasi dan penelaahan risiko untuk setiap proses dan produk di masing-masing unit kerja untuk memastikan kepatuhan terhadap kebijakan, peraturan dan batasan-batasan yang dibuat oleh manajemen Bank. Pengelolaan risiko operasional juga dilakukan dengan memperkuat aspek keamanan dan kehandalan operasi dari teknologi informasi sehingga kesalahan manusia, *fraud*, kesalahan proses dan potensi kegagalan sistem yang dapat menyebabkan terganggunya kelangsungan bisnis dapat ditekan dan diantisipasi lebih dini.

Dalam pemantauan risiko operasional, fungsi Satuan Kerja Audit Internal (SKAI) melaksanakan penilaian terhadap penerapan kebijakan dan prosedur manajemen risiko pada setiap aktivitas fungsional, produk atau layanan baru dan Satuan Kerja Manajemen Risiko (SKMR) memastikan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko berjalan dengan efektif pada setiap aktivitas fungsional, produk atau layanan baru.

Pengawasan oleh Dewan Komisaris dan Direksi Bank atas profil risiko Bank dan pelaksanaan manajemen risiko dilakukan melalui rapat yang dilakukan secara berkala dengan jadwal yang telah ditentukan.

Selain kebijakan dan metode tersebut di atas, Bank juga telah menerapkan upaya yang terus menerus dikembangkan untuk membangun lingkungan budaya yang mendukung pelaksanaan manajemen risiko operasional. Hal tersebut dilakukan melalui penguatan pada tiga lini pertahanan (*three line of defense*) yaitu pemberdayaan unit bisnis sebagai lini pertahanan pertama, pembentukan fungsi manajemen risiko operasional sebagai lini pertahanan kedua dan koordinasi kerja dengan Internal Audit (SKAI) sebagai lini pertahanan ketiga.

47. RISK MANAGEMENT (continued)

Operational risk (continued)

This type of risk is inherent in all business processes, operational activities, systems and products of the Bank, from Head Office to Cash Office. Failure to manage operational risks properly could lead to financial losses, loss of employee safety, and reputation of the Bank until affected capital adequacy of the Bank. The Bank's objective in managing operational risk is to minimise the impact of the failure of/inadequate internal process, people, system or from external events, which could have financial loss impact.

The Bank applies the operational risk management with the main target to ensure that the Bank has conducted a risk management process that includes risk identification, risk assessment, risk evaluation, risk mitigation and conducted monitoring and reporting on implementation. This is done with the ultimate target to maximize the benefits of a product/service or process transactions/activities with potential operational risks that have been taken into account.

A risk assessment process is carried out to evaluate the adequacy of internal control and risk identification and assessment in every process and product in each working unit to ensure compliance with the policies, rules and limits set down by the Bank's management. Operational risk management is also performed by strengthening security and operational aspects of information technology so that human error, fraud, processing errors and system failure that can affect business continuity can be anticipated and reduced.

In monitoring operational risk, the Internal Audit (SKAI) conducted an assessment of the implementation of risk management policies and procedures in each functional activity, new products or services and Risk Management Unit (SKMR) function ensures the identification, measurement, monitoring and risk control work effectively on any functional activity, new products or services.

Monitoring by the Boards of Commissioners and Director actively monitor of the Bank's risk profile and its risk management implementation through meeting that are conducted regularly.

Other than policy and the above mentioned method, the Bank has continued developing its culture and support the implementation for operational risk. The three line of defense implementation, which consist of unit business as the first line of defense, establishment of operational risk management as second line of defense and coordination with Internal Audit (SKAI) as third line of defense.

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47. MANAJEMEN RISIKO (lanjutan)

Risiko hukum

Risiko hukum adalah risiko akibat tuntutan hukum dan/atau kelemahan aspek yuridis. Kelemahan aspek yuridis tersebut antara lain disebabkan adanya ketiadaan peraturan perundang-undangan yang mendukung atau kelemahan perikatan seperti tidak dipenuhinya syarat sahnya kontrak dan pengikatan dokumen yang tidak sempurna.

Sebagai sebuah perusahaan yang berdiri dalam yuridiksi hukum Indonesia, Bank harus selalu tunduk terhadap segala peraturan hukum yang dikeluarkan oleh regulator industri perbankan di Indonesia. Selain itu, Bank juga harus mengikuti segala bentuk peraturan perundangan yang berlaku di masyarakat baik yang terkait secara langsung maupun tidak langsung dengan kegiatan usaha Bank. Kegagalan Bank dalam mengikuti peraturan hukum yang berlaku dapat mengakibatkan pada timbulnya tuntutan hukum yang akan ditujukan kepada Bank. Apabila tuntutan-tuntutan hukum yang diajukan kepada Bank memiliki nilai yang material, maka hal tersebut dapat memberikan dampak secara langsung terhadap kinerja keuangan Bank.

Bank melaksanakan identifikasi risiko hukum berdasarkan beberapa faktor-faktor yang meliputi tuntutan hukum, tidak adanya peraturan regulasi hukum yang mendukung, dan kelemahan perjanjian. Pengendalian risiko hukum dilakukan Bank dengan memastikan bahwa seluruh kegiatan dan hubungan kerja dengan pihak ketiga telah didasarkan pada aturan maupun persyaratan yang dapat melindungi kepentingan Bank dari segi hukum termasuk antisipasi terhadap potensi tuntutan dari pihak eksternal.

Untuk memitigasi risiko hukum yang mungkin timbul akibat tuntutan hukum atau kelemahan dari aspek hukum, Bank memiliki Biro Hukum. Biro tersebut memiliki peranan:

- 1) melakukan analisis hukum atas produk dan aktivitas baru serta membuat standar dokumen hukum yang terkait dengan produk dan aktivitas baru tersebut;
- 2) memberikan analisis/pendapat hukum;
- 3) memberikan pendapat atas eksposur hukum akibat perubahan ketentuan atau peraturan;
- 4) memeriksa segala perjanjian yang akan dibuat antara Bank dengan pihak ketiga;
- 5) melakukan pemeriksaan berkala atas perjanjian yang telah dibuat;

47. RISK MANAGEMENT (continued)

Legal risk

Legal risk is the risk related to legal claims and/or weaknesses in the legal aspect. Such weaknesses in legal aspect is caused, among others, by the lack of the supporting legislation or the weaknesses of contracts such as incomplete requirements for a valid contract and imperfect document contract.

As an entity which is governed by the laws of the Republic of Indonesia, the Bank should always comply with all such laws and regulations issued by the regulator in the banking industry in Indonesia. In addition, the Bank should also follow all prevailing rules and regulations in the society whether directly or indirectly related with the business activities conducted by the Bank. Failure by the Bank to comply with such prevailing laws and regulations may give rise to legal claims against the Bank. If legal claims against the Bank are material in amounts, then it may directly affect the Bank's financial performance.

Banks implements legal risk identification based on several factors include lawsuits, lack of rule or law that supports the regulation and the weakness of the agreement. The Bank performed legal risk control to ensure that all activities and working relationships with third parties have been based on the rules and requirements that can protect the Bank's interests from legal terms including the anticipation of potential demands from external parties.

To mitigate the possible legal risk caused by legal claims or weaknesses in legal aspects, the Bank has a General Legal Counsel Bureau. Such division has the following functions:

- 1) to provide legal analysis on new product and activity and prepare standard legal document related with such new product and activity;*
- 2) to provide legal analysis/advice;*
- 3) to provide advice on legal exposure due to change of laws or regulations;*
- 4) to review any contracts between the Bank and third party;*
- 5) to conduct a periodical review on contracts which have been executed;*

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47. MANAJEMEN RISIKO (lanjutan)

Risiko hukum (lanjutan)

Dengan adanya biro tersebut, maka kebijakan hukum dan standar dokumen hukum yang terkait dengan produk atau fasilitas perbankan yang ditawarkan oleh Bank kepada masyarakat dimana kebijakan hukum dan standar dokumen hukum dimaksud dibuat dengan mengacu kepada ketentuan peraturan perundangan yang berlaku serta memperhatikan kepentingan aspek hukum dari Bank.

Selain itu, Biro Hukum juga memiliki bagian Litigasi untuk menangani setiap permasalahan hukum yang terkait dengan litigasi agar risiko hukum yang mungkin timbul dapat diminimalisir seminimum mungkin.

Pengelolaan risiko hukum dilakukan dengan memantau perkembangan kasus-kasus hukum yang terjadi dan mengambil pembelajaran dari kasus-kasus tersebut. Penanganan kasus hukum yang dilakukan pada Bank senantiasa memperhitungkan potensi kerugian.

Risiko reputasi

Risiko reputasi adalah risiko akibat menurunnya tingkat kepercayaan *stakeholder* yang bersumber dari persepsi negatif terhadap Bank. Risiko ini melekat dalam setiap kegiatan yang dilakukan oleh Bank. Kegagalan Bank dalam menjaga reputasinya di mata masyarakat dapat menimbulkan pandangan maupun persepsi negatif masyarakat terhadap Bank. Apabila risiko ini dihadapi oleh Bank, maka dalam waktu singkat dapat terjadi penurunan atau hilangnya kepercayaan nasabah terhadap Bank yang pada akhirnya akan memberikan dampak negatif terhadap pendapatan dan volume aktivitas Bank.

Risiko reputasi dapat berdampak langsung pada berkurangnya kepercayaan nasabah sehingga jumlah nasabah ataupun pendapatan Bank menurun. Dalam mengelola risiko reputasi, Bank berupaya untuk menjaga reputasi dengan memberikan pelayanan terbaik dalam menangani keluhan dan memberikan kepuasan kepada nasabah untuk menghindari munculnya keluhan tersebut di media.

Corporate Secretary setiap hari melakukan pengawasan atas pemberitaan media untuk memantau publikasi negatif atau keluhan nasabah yang muncul di media. Sedangkan pengawasan atas keluhan nasabah yang disampaikan langsung ke Bank dilakukan oleh *Bank Quality Service* untuk kemudian ditindaklanjuti penyelesaiannya.

47. RISK MANAGEMENT (continued)

Legal risk (continued)

Based on the bureau above, legal policy and legal document standards related to the product or banking facilities offered by the Bank to public, whereby the legal policy and legal document standards are intentionally made in accordance with the prevailing laws and regulations also considering the interests in the legal aspect of the Bank.

In addition, the General Legal Counsel Bureau also has a Litigation division to handle every legal case related to litigation so that the possible legal risk can be minimised as minimum as possible.

The legal risk is also conducted by monitoring the development of legal cases and take lesson learnt principle from those cases. The management of legal cases conducted by the Bank is calculating potential loss at all time.

Reputation risk

Reputation risk is the risk related to the decreasing level of stakeholders' confidence arising from the negative perception on the Bank. Reputation risk is inherent in every activity conducted by the Bank. The Bank's failure to protect its reputation in the public's eye may result in negative view as well as perception by the public towards the Bank. If the Bank faces this risk, then in the short run, the Bank may lose the customer's trust that will ultimately result in a negative impact to the Bank's income and volume of activities.

Reputational risks can have a direct impact on the decreasing of customer confidence as a result the number of customers or the Bank's income decreased. In managing reputation risk, the Bank seeks to maintain a reputation for providing the best service to handle complaints and provide satisfaction to customers to avoid the appearance of such complaints in media.

The Corporate Secretary performs a daily media monitoring of the news to observe negative publications or customers' complaints which appear in the media. The monitoring of customers' complaints which are submitted directly to the Bank is performed by the Bank Quality Service for follow up action to resolve.

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47. MANAJEMEN RISIKO (lanjutan)

Risiko reputasi (lanjutan)

Untuk pemberitaan negatif dan keluhan nasabah yang muncul di media selanjutnya dibuatkan klarifikasi dan tanggapan sesuai dengan langkah yang akan ditempuh Bank. Upaya mitigasi risiko reputasi juga dilakukan saat Bank meluncurkan produk/layanan/program baru dengan menganalisis risiko reputasi yang mungkin timbul dan bagaimana mengantisipasi risiko tersebut. Demikian pula, untuk informasi yang material atau yang penting untuk diketahui oleh nasabah, *Corporate Secretary* juga menyiapkan panduan untuk para *frontliner* dan *spokespersons* agar mereka bisa menjelaskan informasi tersebut secara benar dan proporsional kepada nasabah.

Risiko stratejik

Risiko stratejik adalah risiko akibat ketidaktepatan dalam pengambilan dan/atau penerapan suatu keputusan stratejik serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Ketidakmampuan Bank dalam melakukan penyusunan strategi yang tepat dapat menimbulkan kegagalan bisnis Bank di masa yang akan datang.

Risiko ini juga mencakup kemampuan Bank dalam meningkatkan daya saing dan menciptakan keunggulan kompetitif Bank di tengah kompetisi perbankan yang semakin ketat. Ketidakmampuan Bank dalam menghadapi tantangan bisnis yang terus mengalami perubahan dari waktu ke waktu akan mengakibatkan kegagalan bagi Bank untuk mencapai visi yang selama ini telah ditetapkan.

Bank mengelola risiko stratejik melalui proses pertimbangan dan pengambilan keputusan secara komprehensif dan kolektif di lingkungan komite-komite pengawasan dan eksekutif, yang turut mempengaruhi dan berdampak pada langkah-langkah bisnis yang akan diambil dalam kerangka kebijakan dan arah yang telah ditetapkan.

Risiko kepatuhan

Risiko kepatuhan merupakan risiko akibat Bank tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku termasuk prinsip syariah bagi perbankan syariah. Dalam menjalankan kegiatan usaha pada industri Perbankan, Bank diwajibkan untuk selalu tunduk terhadap peraturan perbankan yang diterbitkan baik oleh Pemerintah maupun Otoritas. Selain itu, Bank juga tunduk kepada beberapa ketentuan lainnya seperti: peraturan yang mengatur Penjaminan Simpanan, Perseroan Terbatas, Perpajakan dan peraturan di bidang pasar modal (Otoritas Jasa Keuangan) dan Fatwa dari Dewan Syariah Nasional.

47. RISK MANAGEMENT (continued)

Reputation risk (continued)

For negative news publication and customers' complaints which appear in the media, a clarification and appropriate response will be conducted in accordance with the steps undertaken by the Bank. Efforts to mitigate the reputation risk are also undertaken everytime when the Bank launches a new product/service/program by analysing the possibility of reputation risk that may arise and how to anticipate such risk. Moreover, for material or important information to be known by the customer, the Corporate Secretary also prepares guidelines for frontliners and spokespersons so that they are able to explain the information correctly and proportionately to customers.

Strategic risk

Strategic risk is the risk due to inaccuracy in deciding and/or implementing a strategic decision as well as the failure in anticipating the changes in the business environment. Failure in formulating the right strategy may deteriorate the Bank's business in the future.

This risk also includes the Bank's ability to develop its competitiveness and create a competitive edge amidst the stiff competition in the banking industry. The inability to cope with such business challenges which are constantly changing from time to time will lead to failure to accomplished determined vision.

The Bank manages strategic risks through a comprehensive and collective consideration and decision-making processes encompassing areas of the supervisory and executive committee that influence and impact business decisions on policies and directions that the Bank will embark on.

Compliance risk

Compliance risk is the risks resulting from the failure of the Bank in fulfilling and/or implementing the prevailing laws and regulations including sharia principles for sharia banking. In engaging in the banking industry services, the Bank is required to always comply with the banking regulations issued by the Government and Authority. In addition, the Bank is also required to comply with several other rules such as: regulation on Deposit Guarantee Program, Limited Liability Company, Taxation and Capital Market (Financial Services Authority) regulations and Fatwa of National Islamic Council.

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47. MANAJEMEN RISIKO (lanjutan)

Risiko kepatuhan (lanjutan)

Pada umumnya, risiko kepatuhan melekat pada Bank sebagai sebuah lembaga perbankan, seperti: risiko kredit terkait dengan ketentuan Kewajiban Penyediaan Modal Minimum (KPMM); Penilaian Kualitas Aset; Pembentukan Cadangan Kerugian Penurunan Nilai (CKPN); Batas Maksimum Pemberian Kredit (BMPK); penerapan tata kelola yang baik (GCG) dan risiko lain yang terkait dengan ketentuan tertentu. Ketidakmampuan Bank untuk mengikuti dan mematuhi seluruh peraturan perundangan yang terkait dengan kegiatan usaha Bank dapat berdampak terhadap kelangsungan usaha Bank.

Bank melakukan identifikasi dan pengelolaan risiko kepatuhan sejak awal dengan memberikan bantuan kepada unit bisnis dan unit operasional dalam hal pengembangan produk dan aktivitas baru dan secara aktif melakukan penilaian terhadap kebijakan Pedoman dan Prosedur Internal yang dimiliki oleh Bank untuk memastikan bahwa seluruh peraturan eksternal telah diakomodir sedemikian rupa dan selanjutnya untuk dipatuhi dalam pelaksanaannya.

47. RISK MANAGEMENT (continued)

Compliance risk (continued)

In general, the compliance risk is embedded in the Bank as a banking institution, such as: credit risks related to Capital Adequacy Ratio (CAR) regulations; Assessment of Assets Quality; Allowance for Impairment Losses (CKPN); Legal Lending Limit (LLL); Good Corporate Governance (GCG) and other risks related to certain regulations. The inability of the Bank to follow and comply with all laws and regulations related to the Bank's business activities may affect the continuity of the Bank's operation.

The Bank implements early detection and management of compliance risks by providing assistance to business and operational units and new product and new activity and also evaluated the Bank's Guidelines and Procedures to ensure that all external regulations have been accommodated and implemented correctly.

48. NILAI WAJAR INSTRUMEN KEUANGAN

Aset dan liabilitas keuangan yang diukur pada nilai wajar menggunakan hierarki nilai wajar sebagai berikut:

- i. Tingkat 1: input yang berasal dari harga kuotasian (tanpa penyesuaian) di pasar aktif untuk instrumen yang identik yang dapat diakses Bank pada tanggal pengukuran.
- ii. Tingkat 2: input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi, baik secara langsung atau tidak langsung. Dalam kategori ini termasuk instrumen yang dinilai dengan menggunakan: harga kuotasian untuk instrumen yang serupa di pasar aktif; harga kuotasian untuk instrumen yang identik atau yang serupa di pasar yang tidak aktif; atau teknik penilaian lainnya dimana seluruh input signifikan dapat diobservasi secara langsung maupun tidak langsung dari data pasar.
- iii. Tingkat 3: input yang tidak dapat diobservasi. Dalam kategori ini termasuk semua instrumen dimana teknik penilaian menggunakan input yang tidak dapat diobservasi dan input yang tidak dapat diobservasi ini memberikan dampak signifikan terhadap penilaian instrumen. Termasuk dalam kategori ini adalah instrumen yang dinilai berdasarkan harga kuotasian untuk instrumen serupa yang memerlukan penyesuaian atau asumsi signifikan yang tidak dapat diobservasi untuk mencerminkan perbedaan diantara instrumen tersebut.

48. FAIR VALUE OF FINANCIAL INSTRUMENTS

The financial assets and liabilities measured at fair value use the following fair value hierarchy:

- i. *Level 1: inputs that are quoted prices (unadjusted) in active markets for identical instruments that the Bank can access at the measurement date.*
- ii. *Level 2: inputs other than quoted prices included within level 1 that are observable either directly or indirectly. This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are not active; or other valuation techniques in which all significant inputs are directly or indirectly observable from market data.*
- iii. *Level 3: inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments for which significant unobservable adjustments or assumptions are required to reflect differences between the instruments.*

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48. NILAI WAJAR INSTRUMEN KEUANGAN
(lanjutan)

Tabel berikut menyajikan efek-efek Grup yang diukur sebesar nilai wajar:

48. FAIR VALUE OF FINANCIAL INSTRUMENTS
(continued)

The following table presents the Group's marketable securities that are measured at fair value:

2018				
Tingkat 1/ Level 1	Tingkat 2/ Level 2	Tingkat 3/ Level 3	Jumlah/ Total	
Aset keuangan				Financial assets
Efek-efek	700,462,994	3,020,436,641	-	Marketable securities
			3,720,899,635	
2017				
Tingkat 1/ Level 1	Tingkat 2/ Level 2	Tingkat 3/ Level 3	Jumlah/ Total	
Aset keuangan				Financial assets
Efek-efek	1,461,429,242	4,004,673,539	-	Marketable securities
			5,466,102,781	

Tidak terdapat perpindahan antara tingkat 1 dan tingkat 2 hierarki nilai wajar.

There is no transfer between level 1 and level 2 of fair value hierarchy.

Tabel di bawah ini menyajikan perbandingan antara nilai tercatat dan nilai wajar dari aset dan liabilitas keuangan yang tidak diukur pada nilai wajar. Nilai wajar yang diungkapkan adalah berdasarkan informasi relevan yang tersedia pada tanggal 31 Desember 2018 dan 2017, dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini.

The table below summarises the comparison between the carrying amounts and fair values of all financial assets and liabilities except those measured at fair value. The fair values disclosed are based on relevant information available as at 31 December 2018 and 2017, and are not updated to reflect changes in market conditions which have occurred after these dates.

2018			
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
Aset Keuangan:			Financial Assets:
Kas	57,675,937	57,675,937	Cash
Giro pada Bank Indonesia	1,551,075,080	1,551,075,080	Current accounts with Bank Indonesia
Giro pada bank lain - neto	91,961,736	91,961,736	Current accounts with other banks - net
Penempatan pada Bank Indonesia dan bank lain - neto	2,401,787,349	2,401,787,349	Placements with Bank Indonesia and other banks - net
Efek-efek - neto	3,003,621,011	3,375,274,801	Marketable securities - net
Efek-efek yang dibeli dengan janji dijual kembali - neto	1,000,011,192	1,000,011,192	Securities purchased under resale agreements
Pendapatan bunga yang masih akan diterima	189,997,490	189,997,490	Interest receivables
Pinjaman yang diberikan, pembiayaan dan piutang Syariah -neto	16,102,771,560	16,421,540,982	Loans, Sharia financing and receivables - net
Tagihan akseptasi	164,546,909	164,546,909	Acceptance receivables
Penyertaan saham	59,864	59,864	Investment in shares
Aset lain-lain	77,225,013	77,225,013	Other assets
Jumlah Aset Keuangan	24,640,733,141	25,331,156,353	Total Financial Assets

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48. NILAI WAJAR INSTRUMEN KEUANGAN **48. FAIR VALUE OF FINANCIAL INSTRUMENTS**
(lanjutan) (continued)

		2018			
		Nilai tercatat/ Carrying value	Nilai wajar/ Fair value		
<u>Liabilitas Keuangan:</u>				<u>Financial Liabilities:</u>	
Liabilitas segera	4,393,198		4,393,198	Obligations due immediately	
Simpanan nasabah	20,636,380,394		20,636,380,394	Deposits from customers	
Simpanan dari bank lain	1,835,799,330		1,835,799,330	Deposits from other banks	
Efek-efek yang diterbitkan	1,585,722,555		1,534,850,035	Securities issued	
Efek-efek yang dijual dengan janji dibeli kembali	1,302,663,597		1,302,663,597	Securities sold under repurchase agreements	
Utang akseptasi	161,198,275		161,198,275	Acceptance payable	
Akrual dan liabilitas lain-lain	133,798,704		133,798,704	Accruals and other liabilities	
Jumlah Liabilitas Keuangan	25,659,956,053		25,609,083,533	Total Financial Liabilities	
		2017			
		Nilai tercatat/ Carrying value	Nilai wajar/ Fair value		
<u>Aset Keuangan:</u>				<u>Financial Assets:</u>	
Kas	72,142,423		72,142,423	Cash	
Giro pada Bank Indonesia	1,768,560,694		1,768,560,694	Current accounts with Bank Indonesia	
Giro pada bank lain - neto	75,230,962		75,230,962	Current accounts with other banks - net	
Penempatan pada Bank Indonesia dan bank lain - neto	2,114,572,525		2,114,572,525	Placements with Bank Indonesia and other banks - net	
Efek-efek - neto	2,463,989,137		2,420,222,613	Marketable securities - net	
Pendapatan bunga yang masih akan diterima	221,738,507		221,738,507	Interest receivables	
Pinjaman yang diberikan, pembiayaan dan piutang Syariah - neto	15,831,264,327		15,874,539,771	Loans, Sharia financing and receivables - net	
Tagihan akseptasi	117,881,394		117,881,394	Acceptance receivables	
Penyertaan saham	59,864		59,864	Investment in shares	
Aset lain-lain	7,467,092		7,467,092	Other assets	
Jumlah Aset Keuangan	22,672,906,925		22,672,415,845	Total Financial Assets	
<u>Liabilitas Keuangan:</u>				<u>Financial Liabilities:</u>	
Liabilitas segera	4,494,773		4,494,773	Obligations due immediately	
Simpanan nasabah	20,774,972,177		20,774,972,177	Deposits from customers	
Simpanan dari bank lain	2,236,882,484		2,236,882,484	Deposits from other banks	
Efek-efek yang diterbitkan	1,140,423,161		1,160,284,945	Securities issued	
Utang akseptasi	77,660,147		77,660,147	Acceptance payable	
Beban akrual dan liabilitas lain-lain	115,499,870		115,499,870	Accrued expenses and other liabilities	
Jumlah Liabilitas Keuangan	24,349,932,612		24,369,794,396	Total Financial Liabilities	
Metode dan asumsi yang digunakan untuk estimasi nilai wajar adalah sebagai berikut:		The methods and assumptions used to estimate fair value are as follows:			

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**48. NILAI WAJAR INSTRUMEN KEUANGAN
(lanjutan)**

a. Efek-efek

Nilai wajar untuk efek-efek yang dimiliki hingga jatuh tempo ditetapkan berdasarkan harga pasar atau harga kuotasi perantara (*broker*)/pedagang efek (*dealer*) (tingkat 1 – hierarki nilai wajar). Jika informasi ini tidak tersedia, nilai wajar diestimasi dengan menggunakan harga pasar kuotasi efek yang memiliki karakteristik kredit, jatuh tempo dan *yield* yang serupa (tingkat 2 – hierarki nilai wajar).

b. Pinjaman yang diberikan

Pinjaman yang diberikan dinyatakan berdasarkan jumlah nilai tercatat setelah dikurangi oleh beban penurunan nilai. Estimasi nilai wajar dari pinjaman yang diberikan mencerminkan jumlah diskonto dari estimasi kini dari arus kas masa depan yang diharapkan akan diterima. Arus kas yang diharapkan didiskontokan pada tingkat suku bunga pasar terkini untuk menentukan nilai wajar.

c. Efek-efek yang diterbitkan

Nilai wajar untuk efek-efek yang dimiliki hingga jatuh tempo ditetapkan berdasarkan harga pasar atau harga kuotasi perantara (*broker*)/pedagang efek (*dealer*) (tingkat 1 – hierarki nilai wajar). Nilai wajar agregat dihitung berdasarkan harga pasar kuotasi. Jika informasi ini tidak tersedia, model diskonto arus kas digunakan berdasarkan kurva *yield* terkini yang sesuai dengan sisa periode jatuh temponya (tingkat 2 – hierarki nilai wajar).

d. Sebagian besar dari instrumen keuangan yang tidak diukur pada nilai wajar, diukur pada biaya perolehan diamortisasi. Tabel di bawah ini menyajikan daftar instrumen keuangan yang nilai tercatatnya mendekati nilai wajarnya, contohnya, instrumen keuangan jangka pendek atau yang ditinjau ulang menggunakan harga pasar secara berkala.

Aset Keuangan:

- Kas
- Giro pada Bank Indonesia
- Giro pada bank lain
- Penempatan pada Bank Indonesia dan bank lain
- Efek-efek yang dibeli dengan janji dijual kembali
- Pendapatan bunga yang masih akan diterima
- Tagihan akseptasi
- Penyertaan saham
- Aset lain-lain

**48. FAIR VALUE OF FINANCIAL INSTRUMENTS
(continued)**

a. Marketable securities

The fair value for held-to-maturity securities is based on market prices or broker/dealer price quotations (level 1 – fair value hierarchy). Where this information is not available, fair value is estimated using quoted market prices for securities with similar credit, maturity and yield characteristics (level 2 – fair value hierarchy).

b. Loans

Loans are recorded at carrying amount net of charges for impairment. The estimated fair value of loans represents the discounted amount of estimated future cash flows expected to be received. Estimated cash flows are discounted at current market rates to determine fair value.

c. Securities issued

The fair value for securities issued based on market prices or broker/dealer price quotations (level 1 – fair value hierarchy). The aggregate fair values are calculated based on quoted market prices. For those notes where quoted market prices are not available, a discounted cash flow model is used based on a current yield curve appropriate for the remaining term to maturity (level 2 – fair value hierarchy).

d. Majority of the financial instrument not measured at fair value are measured at amortised cost. The following table list those financial instruments for which their carrying amount are reasonable approximation of fair value because, for example, they are short term in nature or re-price to current market rates frequently.

Financial Assets:

- Cash
- Current accounts with Bank Indonesia
- Current accounts with other banks
- Placement with Bank Indonesia and other banks
- Securities purchased under resale agreements
- Interest receivables
- Acceptance receivables
- Investment in shares
- Other assets

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**48. NILAI WAJAR INSTRUMEN KEUANGAN
(lanjutan)**

- d. Sebagian besar dari instrumen keuangan yang tidak diukur pada nilai wajar, diukur pada biaya perolehan diamortisasi. Tabel di bawah ini menyajikan daftar instrumen keuangan yang nilai tercatatnya mendekati nilai wajarnya, contohnya, instrumen keuangan jangka pendek atau yang ditinjau ulang menggunakan harga pasar secara berkala. (lanjutan)

Liabilitas Keuangan:

- Liabilitas segera
- Simpanan nasabah
- Simpanan dari bank lain
- Efek-efek yang dijual dengan janji dibeli kembali
- Utang akseptasi
- Beban akrual dan liabilitas lain-lain

49. MANAJEMEN MODAL

Tujuan utama dari kebijakan Bank atas kebijakan pengelolaan modal adalah untuk memastikan bahwa Bank memiliki modal yang kuat untuk mendukung strategi pengembangan ekspansi usaha Bank saat ini dan mempertahankan kelangsungan pengembangan di masa mendatang, dan untuk memenuhi ketentuan kecukupan permodalan yang ditetapkan oleh regulator serta memastikan agar struktur permodalan Bank telah efisien.

Bank menyusun Rencana Permodalan berdasarkan penilaian dari penelaahan atas kebutuhan kecukupan permodalan yang dipersyaratkan dan mengkombinasikannya dengan tinjauan perkembangan ekonomi terkini. Bank senantiasa akan menghubungkan tujuan keuangan dan kecukupan modal terhadap risiko melalui proses perencanaan modal, begitu pula dengan bisnis yang didasarkan pada permodalan dan persyaratan likuiditas Bank.

Kebutuhan permodalan Bank juga direncanakan dan didiskusikan secara rutin yang didukung dengan data analisis.

Permodalan disusun oleh Direksi sebagai bagian dari Rencana Bisnis Bank dan disetujui oleh Dewan Komisaris. Perencanaan ini diharapkan akan memastikan tersedianya modal yang cukup dan terciptanya struktur permodalan yang optimal untuk mendukung strategi Bank.

Bank telah melakukan perhitungan kecukupan modal berdasarkan ketentuan Bank Indonesia yang berlaku, dimana modal yang dimiliki diklasifikasikan dalam 2 Tier yaitu Modal Tier I & Modal Tier II.

**48. FAIR VALUE OF FINANCIAL INSTRUMENTS
(continued)**

- d. Majority of the financial instrument not measured at fair value are measured at amortised cost. The following table list those financial instruments for which their carrying amount are reasonable approximation of fair value because, for example, they are short term in nature or re-price to current market rates frequently. (continued)

Financial Liabilities:

- Liabilities payable on demand
- Deposits from customers
- Deposits from other banks
- Securities sold under repurchase agreements
- Acceptance payables
- Accrued expenses and other liabilities

49. CAPITAL MANAGEMENT

The primary objectives of the Bank's capital management policy are to ensure that the Bank has a strong capital to support the Bank's business expansion strategy currently to sustain future development of the business, to meet regulator capital adequacy requirements and also to ensure the efficiency of Bank's capital structure.

The Bank undertakes Capital Planning based on assessment and review of the capital situation in terms of the legal capital adequacy requirement, combined with assessment of economic outlooks. The Bank will continue to link financial and capital adequacy goals to risk appetite through the capital planning process as well as assess the businesses based on the Bank's capital and liquidity requirements.

The capital needs of the Bank are also discussed and planned on a routine basis as supported by data analysis.

Capital Planning is prepared by Directors as part of the Bank's business plan and is approved by the Board of Commissioners. Capital Planning ensures that adequate levels of capital and an optimum mix of the different components of capital are maintained to support the Bank's strategy.

The Bank calculated its capital adequacy requirements using the prevailing Bank Indonesia regulation, where the regulatory capital is classified into 2 Tiers: Tier I Capital & Tier II Capital.

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49. MANAJEMEN MODAL (lanjutan)

Bank mematuhi semua persyaratan modal yang ditetapkan oleh pihak eksternal sepanjang periode pelaporan, khususnya berkenaan dengan perhitungan Kewajiban Penyediaan Modal Minimum (KPM) dan Aset Tertimbang Menurut Risiko (ATMR).

Kewajiban penyediaan modal Bank dengan memperhitungkan risiko kredit, risiko operasional dan risiko pasar:

49. CAPITAL MANAGEMENT (continued)

The Bank has complied with all externally imposed capital requirements throughout the reporting period, particularly regarding Capital Adequacy Ratio (CAR) and calculation of Risk Weighted Assets (RWA).

The Bank's capital adequacy ratio with consideration for credit, operational and market risks:

	2018	2017	
Konsolidasi			Consolidated
Modal			Capital
Tier I	2,572,774,342	2,705,545,589	Tier I
Tier II	<u>705,917,934</u>	<u>475,908,042</u>	Tier II
Jumlah Modal	<u>3,278,692,276</u>	<u>3,181,453,631</u>	Total Capital
Aset Tertimbang Menurut Risiko untuk Risiko Kredit	18,197,049,956	15,672,643,342	Risk Weighted Assets for Credit Risk
Aset Tertimbang Menurut Risiko untuk Risiko Operasional	1,110,701,742	1,110,701,742	Risk Weighted Assets for Operational Risk
Aset Tertimbang Menurut Risiko untuk Risiko Pasar	263,683,392	510,185,786	Risk Weighted Assets for Market Risk
Rasio Kewajiban Penyediaan Modal Minimum untuk risiko kredit dan risiko operasional	16.98%	18.96%	Capital Adequacy Ratio (CAR) with credit and operational risks
Rasio Kewajiban Penyediaan Modal Minimum untuk risiko kredit, risiko operasional dan risiko pasar	16.75%	18.40%	Capital Adequacy Ratio (CAR) with credit, operational and market risks
Rasio Kewajiban Penyediaan Modal Minimum yang diwajibkan	8.00%	8.00%	Minimum Capital Adequacy Ratio required
Bank			Bank
Modal			Capital
Tier I	2,316,943,613	2,456,457,779	Tier I
Tier II	<u>698,915,261</u>	<u>461,574,118</u>	Tier II
Jumlah Modal	<u>3,015,858,874</u>	<u>2,918,031,897</u>	Total Capital
Aset Tertimbang Menurut Risiko untuk Risiko Kredit	16,738,763,708	14,525,929,413	Risk Weighted Assets for Credit Risk
Aset Tertimbang Menurut Risiko untuk Risiko Operasional	1,024,618,742	1,024,618,742	Risk Weighted Assets for Operational Risk
Aset Tertimbang Menurut Risiko untuk Risiko Pasar	263,683,392	510,185,786	Risk Weighted Assets for Market Risk
Rasio Kewajiban Penyediaan Modal Minimum untuk risiko kredit dan risiko operasional	16.98%	18.76%	Capital Adequacy Ratio (CAR) with credit and operational risks
Rasio Kewajiban Penyediaan Modal Minimum untuk risiko kredit, risiko operasional dan risiko pasar	16.73%	18.17%	Capital Adequacy Ratio (CAR) with credit, operational and market risks
Rasio Kewajiban Penyediaan Modal Minimum yang diwajibkan	8.00%	8.00%	Minimum Capital Adequacy Ratio required

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50. STANDAR AKUNTANSI BARU

Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK-IAI) telah menerbitkan standar baru, amandemen dan interpretasi berikut, namun belum berlaku efektif untuk laporan keuangan konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2018:

- ISAK 33 "Transaksi Valuta Asing dan Imbalan di Muka";
- ISAK 34 "Ketidakpastian dalam Perlakuan Pajak Penghasilan";
- Amandemen PSAK 24 "Imbalan Kerja: Amandemen, Kurtailmen, atau Penyelesaian Program";
- Penyesuaian Tahunan 2018 PSAK 22 "Kombinasi Bisnis";
- Penyesuaian Tahunan 2018 PSAK 26 "Biaya Pinjaman";
- Penyesuaian Tahunan 2018 PSAK 46 "Pajak Penghasilan"; dan
- Penyesuaian Tahunan 2018 PSAK 66 "Pengendalian Bersama".

Standar tersebut akan berlaku efektif pada 1 Januari 2019.

- PSAK 71 "Instrumen Keuangan";
- PSAK 72 "Pendapatan dari Kontrak dengan Pelanggan";
- PSAK 73 "Sewa";
- Amandemen PSAK 15: "Investasi pada Entitas Asosiasi dan Ventura Bersama tentang Kepentingan Jangka Panjang pada Entitas Asosiasi dan Ventura Bersama";
- Amandemen PSAK 62 "Kontrak Asuransi – Menerapkan PSAK 71: Instrumen Keuangan"; dan
- Amandemen PSAK 71 "Instrumen Keuangan: tentang Fitur Percepatan Pelunasan dengan Kompensasi Negatif".

Standar tersebut akan berlaku efektif pada 1 Januari 2020.

- PSAK 112 "Akuntansi Wakaf".

Standar tersebut akan berlaku efektif pada 1 Januari 2021.

Pada saat penerbitan laporan keuangan konsolidasian, Bank masih mempelajari dampak yang mungkin timbul dari penerapan standar baru dan revisi tersebut serta pengaruhnya pada laporan keuangan konsolidasian Bank.

50. NEW ACCOUNTING STANDARDS

Financial Accounting Standard Board of Indonesian Institute of Accountants (DSAK-IAI) has issued the following new standards, amendments and interpretations, but not yet effective for the consolidated financial statements for the year ended 31 December 2018:

- *ISFAS 33: "Foreign Currency Transactions and Advance Considerations";*
- *ISFAS 34: "Uncertainty over Income Tax Treatments";*
- *The amendments to SFAS 24: "Employee Benefits: Plan amendment, Curtailment or Settlement";*
- *Annual improvement 2018 SFAS 22 "Business combination";*
- *Annual improvement 2018 SFAS 26 "Borrowing Cost";*
- *Annual improvement 2018 SFAS 46 "Income Taxes"; and*
- *Annual improvement 2018 SFAS 66 "Joint Arrangements".*

The above standards will be effective on 1 January 2019.

- *SFAS 71 "Financial Instruments";*
- *SFAS 72 "Revenue from Contracts with Customers";*
- *SFAS 73 "Leases";*
- *The amendments to SFAS 15 "Investments in Associates and Joint Ventures: Long-term Interests in Associates and Joint Ventures";*
- *The amendments to SFAS 62 "Insurance contract-Implementation of SFAS 71: Financial Instruments"; and*
- *The amendments to SFAS 71 "Financial Instruments: Prepayment Features with Negative Compensation.*

The above standards will be effective on 1 January 2020.

- *SFAS 112 "Accounting for Endowments".*

The above standard will be effective on 1 January 2021.

As at the authorisation date of this consolidated financial statements, the Bank is still evaluating the potential impact of these new and revised standards to the Bank's consolidated financial statements.

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51. PERISTIWA SETELAH TANGGAL NERACA

Berdasarkan Berita Acara Rapat Umum Luar Biasa para Pemegang Saham PT Bima Multi Finance tertanggal 12 November 2018 dan Akta Notaris No.19 tanggal 12 Maret 2019 yang dibuat dihadapan Drs. Wijanto Suwongso, SH., Notaris di Jakarta, Bank dan beberapa kreditur lainnya telah menyetujui konversi pinjaman jangka panjang dan Medium Term Notes (MTN) PT Bima Multi Finance menjadi saham dengan nilai konversi Rp 500 per lembar saham (nilai Rupiah penuh). Perubahan ini telah diterima dan dicatat di dalam database Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat No. AHU-AH.01.03-0151322 tanggal 15 Maret 2019. Melalui proses konversi ini, Bank memiliki persentase kepemilikan sebesar 39,97% di PT Bima Multi Finance.

52. INFORMASI TAMBAHAN

Informasi berikut pada Lampiran 6/1 sampai dengan Lampiran 6/9 adalah informasi tambahan PT Bank Victoria International Tbk, Entitas Induk, yang menyajikan penyertaan Bank pada Entitas Anak berdasarkan metode ekuitas.

Oleh karena perbedaan antara laporan keuangan Entitas Induk dengan laporan keuangan konsolidasian tidak material, maka Catatan atas laporan keuangan Entitas Induk tidak disajikan dalam informasi tambahan ini.

51. SUBSEQUENT EVENTS

Based on the Minutes of Extraordinary Shareholders Meeting of PT Bima Multi Finance dated 12 November 2018 and Notarial Deed No.19 dated 12 March 2019 of Drs. Wijanto Suwongso, S.H., a Notary in Jakarta, Bank and the other creditors have agreed on the conversion from long term loan and Medium Term Notes (MTN) of PT Bima Multi Finance into shares with conversion rate of Rp 500 per shares (Rupiah full amount). This changes has been accepted and recorded in database of Legal Entities Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia in its Letter No. AHU-AH.01.03-0151322 dated 15 March 2019. From this conversion process, Bank has 39.97% percentage of ownership in PT Bima Multi Finance.

52. ADDITIONAL INFORMATION

The following supplementary information of PT Bank Victoria International Tbk, Parent Entity, on Schedule 6/1 to Schedule 6/9, presents the Bank's investments in its Subsidiary under the equity method.

On the basis that the differences between the Parent Entity and consolidated financial statements are not material, notes to the financial statements of the Parent Entity are not presented in this additional information.

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ASET	2018	2017	ASSETS
Kas	55,164,445	66,731,583	Cash
Giro pada Bank Indonesia	1,515,696,857	1,683,048,154	Current accounts with Bank Indonesia
Giro pada bank lain	87,777,062	72,522,434	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank lain	2,106,787,349	1,870,572,525	Placements with Bank Indonesia and other banks
Efek-efek	6,387,798,517	7,609,809,972	Marketable securities
Dikurangi: Cadangan kerugian penurunan nilai	<u>(71,657,274)</u>	<u>(32,308,798)</u>	Less: Allowance for impairment losses
	<u>6,316,141,243</u>	<u>7,577,501,174</u>	
Efek-efek yang dibeli dengan janji dijual kembali	1,000,011,192	-	Securities purchased under resale agreements
Pinjaman yang diberikan			Loans
- Pihak berelasi	84,330,243	66,415,965	Related parties -
- Pihak ketiga	<u>15,074,695,126</u>	<u>14,501,921,958</u>	Third parties -
	15,159,025,369	14,568,337,923	
Dikurangi: Cadangan kerugian penurunan nilai	<u>(275,669,540)</u>	<u>(238,314,896)</u>	Less: Allowance for impairment losses
	<u>14,883,355,829</u>	<u>14,330,023,027</u>	
Tagihan akseptasi	164,546,909	117,881,394	Acceptance receivable
Pendapatan bunga yang masih akan diterima	180,230,700	215,699,195	Interest receivables
Penyertaan saham	302,385,282	297,411,417	Investments in shares of stock
Biaya dibayar di muka	12,328,458	12,530,956	Prepaid expenses
Agunan yang diambil alih	1,090,948,277	348,637,321	Foreclosed assets
Dikurangi: Cadangan kerugian penurunan nilai	<u>(150,274,599)</u>	<u>(83,347,032)</u>	Less: Allowance for impairment losses
	<u>940,673,678</u>	<u>265,290,289</u>	
Aset pajak tangguhan - neto	151,910,622	67,274,877	Deferred tax assets - net
Aset tetap	583,899,262	558,140,327	Fixed assets
Dikurangi: Akumulasi penyusutan	<u>(43,972,328)</u>	<u>(31,566,511)</u>	Less: Accumulated depreciation
	539,926,934	526,573,816	
Aset takberwujud - bersih	6,207,932	3,965,292	Intangible assets - net
Aset lain-lain	<u>85,547,901</u>	<u>42,887,752</u>	Other assets
JUMLAH ASET	<u><u>28,348,692,393</u></u>	<u><u>27,149,913,885</u></u>	TOTAL ASSETS

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	<u>2018</u>	<u>2017</u>	
LIABILITAS DAN EKUITAS			LIABILITIES AND EQUITY
LIABILITAS			LIABILITIES
Simpanan nasabah			<i>Deposits from customers</i>
- Pihak berelasi	182,765,775	167,375,949	<i>Related parties -</i>
- Pihak ketiga	<u>20,412,193,026</u>	<u>20,570,125,320</u>	<i>Third parties -</i>
	20,594,958,801	20,737,501,269	
 Simpanan dari bank lain			 <i>Deposits from other banks</i>
- Pihak ketiga	1,618,853,482	2,116,884,008	<i>Third parties -</i>
 Utang akseptasi	161,198,275	77,660,147	 <i>Acceptance payable</i>
Efek-efek yang dijual dengan			<i>Securities sold under</i>
janji dibeli kembali	1,302,663,597	-	<i>repurchase agreements</i>
Efek-efek yang diterbitkan	1,585,722,555	1,140,423,161	<i>Securities issued</i>
 Utang pajak			 <i>Taxes payable</i>
- Utang pajak kini	36,746,786	15,756,694	<i>Current tax payable -</i>
- Utang pajak lainnya	<u>26,339,439</u>	<u>24,050,252</u>	<i>Other tax payable -</i>
	63,086,225	39,806,946	
 Akrual dan liabilitas lain-lain	136,787,139	124,341,926	 <i>Accruals and other liabilities</i>
Liabilitas imbalan kerja karyawan	<u>68,261,361</u>	<u>68,932,203</u>	<i>Employee benefits obligation</i>
 JUMLAH LIABILITAS	 <u><u>25,531,531,435</u></u>	 <u><u>24,305,549,660</u></u>	 TOTAL LIABILITIES

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	<u>2018</u>	<u>2017</u>	
LIABILITAS DAN EKUITAS (lanjutan)			LIABILITIES AND EQUITY (continued)
EKUITAS			EQUITY
Modal saham - nilai nominal Rp 100 (dalam Rupiah penuh) per saham			Share capital - par value Rp 100 (full amount) per share
Modal dasar - 14.000.000.000 saham pada 31 Desember 2018 dan 2017			Authorised capital - 14,000,000,000 shares as at 31 December 2018 and 2017
Modal ditempatkan dan disetor penuh - 8.671.048.162 saham pada tanggal 31 Desember 2018 dan 2017	867,104,816	867,104,816	Issued and fully paid capital - 8,671,048,162 shares as at 31 December 2018 and 2017
Tambahan modal disetor - neto	211,681,207	211,681,207	Additional paid-in capital - net
Saham disetor dimuka			Capital subscribed in advance
(Kerugian)/keuntungan yang belum direalisasi atas perubahan nilai wajar efek-efek yang tersedia untuk dijual, setelah pajak	(42,765,075)	69,662,969	(Losses)/gain on changes on changes in fair value of available-for-sale marketable securities, net of tax
Surplus revaluasi aset tetap, setelah pajak	355,458,556	355,458,556	Gain on revaluation of fixed assets, net of tax
Saldo laba:			Retained earnings:
- Telah ditentukan penggunaannya	166,000,000	141,000,000	Appropriated -
- Belum ditentukan penggunaannya	<u>1,259,681,454</u>	<u>1,199,456,677</u>	Unappropriated -
JUMLAH EKUITAS	<u>2,817,160,958</u>	<u>2,844,364,225</u>	TOTAL EQUITY
JUMLAH LIABILITAS DAN EKUITAS	<u>28,348,692,393</u>	<u>27,149,913,885</u>	TOTAL LIABILITIES AND EQUITY

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**LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN
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**STATEMENT OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
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	<u>2018</u>	<u>2017</u>	
PENDAPATAN DAN BEBAN OPERASIONAL			INCOME AND EXPENSES FROM OPERATIONS
Pendapatan bunga	2,110,225,960	2,139,236,396	Interest income
Beban bunga	<u>(1,711,619,780)</u>	<u>(1,734,194,624)</u>	Interest expenses
Pendapatan bunga - bersih	<u>398,606,180</u>	<u>405,041,772</u>	Interest income - net
 PENDAPATAN DAN BEBAN OPERASIONAL LAINNYA			 OTHER OPERATING INCOME AND EXPENSES
Pendapatan operasional lainnya			Other operating income
Pendapatan dari investasi reksa dana	93,385,564	85,349,885	Income from mutual fund
Keuntungan atas penjualan efek-efek yang diperdagangkan dan tersedia untuk dijual - neto	118,251,053	254,188,767	Gain on sale of trading and available-for-sale securities - net
Provisi dan komisi selain dari pinjaman	13,351,040	21,647,137	Fees and commissions from transactions other than loans
Kerugian atas perubahan nilai wajar efek-efek yang diperdagangkan - neto	(233,075)	(520,815)	Loss on changes in fair value of trading securities -net
Bagian laba/(rugi) bersih dari Entitas Anak	4,973,865	(4,593,231)	Share on net gain/(loss) from Subsidiary
Lain-lain	<u>51,202,940</u>	<u>52,859,278</u>	Others
Jumlah pendapatan operasional lainnya	<u>280,931,387</u>	<u>408,931,021</u>	Total other operating income
 Beban operasional lainnya			Other operating expenses
Beban penyisihan kerugian penurunan nilai aset keuangan	(248,814,660)	(304,975,786)	Provision for impairment losses on financial assets
Beban penyisihan kerugian penurunan nilai aset non-keuangan	(77,733,480)	(59,972,916)	Provision for impairment losses on non-financial assets
Beban umum dan administrasi	(158,330,586)	(136,851,994)	General and administrative expenses
Beban tenaga kerja	(162,228,028)	(164,413,041)	Personnel expenses
Lain-lain	<u>(38,085,048)</u>	<u>(20,266,886)</u>	Others
Jumlah beban operasional lainnya	<u>(685,191,802)</u>	<u>(686,480,623)</u>	Total other operating expenses

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**LAPORAN LABA RUGI DAN
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**STATEMENT OF PROFIT OR LOSS AND
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	<u>2018</u>	<u>2017</u>	
LABA OPERASIONAL	(5,654,235)	127,492,170	INCOME FROM OPERATIONS
PENDAPATAN NON OPERASIONAL - NETO	<u>97,666,546</u>	<u>42,436,692</u>	NON-OPERATING INCOME - NET
LABA SEBELUM BEBAN PAJAK PENGHASILAN	92,012,311	169,928,862	INCOME BEFORE INCOME TAX EXPENSE
BEBAN PAJAK PENGHASILAN - NETO	<u>(12,916,286)</u>	<u>(38,541,244)</u>	INCOME TAX EXPENSE - NET
LABA BERSIH TAHUN BERJALAN	<u>79,096,025</u>	<u>131,387,618</u>	NET INCOME FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN:			OTHER COMPREHENSIVE INCOME:
Pos-pos yang akan direklasifikasi ke laba rugi			Items that would be reclassified to profit or loss
Perubahan nilai wajar - efek-efek yang tersedia untuk dijual	(149,904,059)	111,720,800	Changes in fair value of available-for-sale marketable securities
Pajak tangguhan terkait	<u>37,476,015</u>	<u>(27,930,200)</u>	Related income tax
Penghasilan komprehensif lain - neto setelah pajak	<u>(112,428,044)</u>	<u>83,790,600</u>	Other comprehensive income - net of tax
Pos-pos yang tidak akan direklasifikasi ke laba rugi			Items that would never be reclassified to profit or loss
Pengukuran kembali atas liabilitas imbalan kerja	8,171,669	(368,249)	Remeasurements on employee benefit liabilities
Pajak tangguhan terkait	<u>(2,042,917)</u>	<u>92,062</u>	Related income tax
	<u>6,128,752</u>	<u>(276,187)</u>	
(RUGI)/PENGHASILAN KOMPREHENSIF LAIN, SETELAH PAJAK PENGHASILAN	<u>(106,299,292)</u>	<u>83,514,413</u>	OTHER COMPREHENSIVE (LOSS)/ INCOME, NET OF INCOME TAX
JUMLAH (RUGI)/PENGHASILAN KOMPREHENSIF	<u>(27,203,267)</u>	<u>214,902,031</u>	TOTAL OTHER COMPREHENSIVE (LOSS)/INCOME
LABA PER SAHAM			EARNINGS PER SHARE
Dasar (Rupiah penuh)	9.12	15.15	Basic (whole Rupiah)
Dilusian (Rupiah penuh)	9.12	15.15	Diluted (whole Rupiah)

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STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED
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	Modal ditempatkan dan disetor penuh/ <i>Issued and fully paid capital</i>	Tambahan modal disetor - bersih/ <i>Additional paid-in capital - net</i>	Keuntungan/ (kerugian) yang belum direalisasi dari surat-surat berharga yang tersedia untuk dijual – setelah pajak tangguhan/ <i>Unrealised gains/(losses) on changes in fair value of available- for-sale marketable securities – net of deferred tax</i>	Cadangan atas revaluasi aset tetap/ <i>Fixed asset revaluation reserve</i>	Saldo laba/ <i>Retained earnings</i>		Jumlah/ <i>Total</i>	
					Telah ditentukan penggunaannya/ <i>Appropriated</i>	Belum ditentukan penggunaannya/ <i>Unappropriated</i>		
Saldo per 1 Januari 2018	867,104,816	211,681,207	69,662,969	355,458,556	141,000,000	1,199,456,677	2,844,364,225	Balance as at 1 January 2018
Penghasilan komprehensif lainnya:								<i>Other comprehensive income:</i>
Aset keuangan tersedia untuk dijual, setelah pajak	-	-	(112,428,044)	-	-	-	(112,428,044)	<i>Available-for-sale financial asset, net of tax</i>
Pengukuran kembali atas liabilitas imbalan kerja, setelah pajak	-	-	-	-	-	6,128,752	6,128,752	<i>Remeasurements on employee benefit liabilities</i>
Pembentukan cadangan umum	-	-	-	-	25,000,000	(25,000,000)	-	<i>Appropriation for general reserve</i>
Laba tahun berjalan	-	-	-	-	-	79,096,025	79,096,025	<i>Profit for the year</i>
Saldo per 31 Desember 2018	<u>867,104,816</u>	<u>211,681,207</u>	<u>(42,765,075)</u>	<u>355,458,556</u>	<u>166,000,000</u>	<u>1,259,681,454</u>	<u>2,817,160,958</u>	Balance as at 31 December 2018

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STATEMENTS OF CHANGES IN EQUITY
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	Modal ditempatkan dan disetor penuh/ <i>Issued and fully paid capital</i>	Tambahan modal disetor - bersih/ <i>Additional paid-in capital - net</i>	Saham disetor dimuka/ <i>Capital subscribed in advance</i>	Keuntungan/ (kerugian) yang belum direalisasi dari surat-surat berharga yang tersedia untuk dijual - setelah pajak tangguhan/ <i>Unrealised gains/(losses) on changes in fair value of available- for-sale marketable securities – net of deferred tax</i>	Cadangan atas revaluasi aset tetap/ <i>Fixed asset revaluation reserve</i>	Saldo laba/ <i>Retained earnings</i>		Jumlah/ <i>Total</i>	
						Telah ditentukan penggunaannya/ <i>Appropriated</i>	Belum ditentukan penggunaannya/ <i>Unappropriated</i>		
Saldo per 1 January 2017	789,065,382	21,945,031	267,775,610	(14,127,631)	355,458,556	116,000,000	1,093,345,246	2,629,462,194	Balance as at 1 January 2017
Penambahan saham baru dari Penerbitan Saham Tanpa Hak Memesan Efek Terlebih Dahulu pada tahun 2016	78,039,434	189,736,176	-	-	-	-	-	267,775,610	<i>Additional of new shares from exercise of Additional Shares Without Preemptive Rights in 2016</i>
Uang muka setoran modal	-	-	(267,775,610)	-	-	-	-	(267,775,610)	<i>Capital subscribed in advance</i>
Penghasilan komprehensif lainnya: Aset keuangan tersedia untuk dijual, setelah pajak	-	-	-	83,790,600	-	-	-	83,790,600	<i>Other comprehensive income: Available-for-sale financial asset, net of tax</i>
Pengukuran kembali atas liabilitas imbalan kerja, setelah pajak	-	-	-	-	-	-	(276,187)	(276,187)	<i>Remeasurements on employee benefit liabilities</i>
Pembentukan cadangan umum	-	-	-	-	-	25,000,000	(25,000,000)	-	<i>Appropriation for general reserve</i>
Laba tahun berjalan	-	-	-	-	-	-	131,387,618	131,387,618	<i>Profit for the year</i>
Saldo per 31 Desember 2017	<u>867,104,816</u>	<u>211,681,207</u>	<u>-</u>	<u>69,662,969</u>	<u>355,458,556</u>	<u>141,000,000</u>	<u>1,199,456,677</u>	<u>2,844,364,225</u>	Balance as at 31 December 2017

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STATEMENT OF CASH FLOWS
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	<u>2018</u>	<u>2017</u>	
ARUS KAS DARI			CASH FLOWS FROM
AKTIVITAS OPERASI			OPERATING ACTIVITIES
Penerimaan dari bunga dan komisi	2,145,694,454	2,130,392,298	Receipt from Interest and commission income
Pembayaran bunga	(1,710,916,991)	(1,727,263,951)	Payment of interest
Penerimaan operasional lainnya	281,508,732	386,222,747	Receipt from other operating income
Pembayaran beban umum dan administrasi	(141,048,534)	(136,851,994)	Payment of general and administrative expenses
Penerimaan dari penjualan agunan yang diambil alih	79,396,349	215,663,445	Receipt from sale of foreclosed collaterals
Pembayaran beban tenaga kerja	(155,735,427)	(148,430,012)	Payment of personnel expenses
Pembayaran beban operasional lainnya	(32,422,188)	(1,739,495)	Payments of other operating expenses
(Pembayaran)/penerimaan dari pendapatan non-operasional lainnya	93,817,596	53,556,027	(Payment)/receipt from other non-operating income
Pembayaran pajak penghasilan	(39,085,926)	(46,062,440)	Payment of income tax
	<u>521,208,065</u>	<u>725,486,625</u>	
Penurunan/(kenaikan) dalam aset operasi:			Decrease/(increase) in operating assets:
Pinjaman yang diberikan	(774,254,906)	(1,615,577,186)	Loans
Efek-efek yang dibeli dengan janji dijual kembali	(1,000,011,192)	-	Securities purchased under resale agreements
Biaya dibayar dimuka	202,498	(1,353,182)	Prepaid expenses
Aset yang diambil alih	(817,676,864)	183,653,336	Foreclosed assets
Aset lain-lain	(12,558,799)	(162,702,039)	Other assets
Kenaikan/(penurunan) dalam kewajiban operasi:			Increase/(decrease) on: operating liabilities:
Simpanan nasabah	(142,542,468)	1,250,362,490	Deposits from customers
Simpanan dari bank lain	(498,030,526)	872,355,095	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	1,302,663,597	(101,621,102)	Securities sold under repurchase agreements
Utang pajak lainnya	2,289,188	(2,563,037)	Other tax payables
Arus kas bersih (digunakan untuk)/diperoleh dari aktivitas operasi	<u>(1,418,711,407)</u>	<u>1,148,041,000</u>	Cash flow (used in)/provided from operating activities
ARUS KAS DARI AKTIVITAS INVESTASI			CASH FLOWS FROM INVESTING ACTIVITIES
Hasil penjualan aset tetap	910,968	12,318,087	Proceeds from sale of fixed assets
Pembelian aset tetap	(27,614,719)	(9,054,565)	Purchase of fixed assets
Pembelian aset takberwujud	(3,908,145)	(3,581,194)	Purchase of intangible assets
Pembelian surat berharga	1,257,226,649	(414,767,384)	Purchase of marketable securities
Arus kas bersih diperoleh dari/ (digunakan untuk) aktivitas investasi	<u>1,226,614,753</u>	<u>(415,085,056)</u>	Net cash flow provided from/ (used in) investing activities

PT BANK VICTORIA INTERNATIONAL Tbk
(ENTITAS INDUK/PARENT ENTITY)

LAPORAN ARUS KAS
UNTUK TAHUN-TAHUN YANG BERAKHIR PADA
31 DESEMBER 2018 DAN 2017

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENT OF CASH FLOWS
FOR THE YEARS ENDED
31 DECEMBER 2018 AND 2017

(Expressed in thousands of Rupiah, unless otherwise stated)

	<u>2018</u>	<u>2017</u>	
ARUS KAS DARI AKTIVITAS PENDANAAN			CASH FLOWS FROM FINANCING ACTIVITIES
Penerbitan obligasi	650,000,000	350,000,000	Bonds issuance
Pelunasan jatuh tempo obligasi	<u>(200,000,000)</u>	<u>(200,000,000)</u>	Bonds repayment
Arus kas bersih diperoleh dari aktivitas pendanaan	<u>450,000,000</u>	<u>150,000,000</u>	Net cash flow provided from financing activities
KENAIKAN/(PENURUNAN) BERSIH KAS DAN SETARA KAS	257,903,346	882,955,944	NET INCREASE/(DECREASE) OF CASH AND CASH EQUIVALENT
KAS DAN SETARA KAS PADA AWAL TAHUN	<u>3,313,280,439</u>	<u>2,430,324,495</u>	CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR
KAS DAN SETARA KAS PADA AKHIR TAHUN	<u>3,571,183,785</u>	<u>3,313,280,439</u>	CASH AND CASH EQUIVALENTS AT END OF YEAR
 Kas dan setara kas terdiri dari:			 Cash and cash equivalent consist of:
Kas	55,164,445	66,731,583	Cash
Giro pada Bank Indonesia	1,515,696,857	1,683,048,154	Current accounts with Bank Indonesia
Giro Bank lain	87,777,062	72,522,434	Current accounts with other banks
Penempatan kurang dari 3 bulan	<u>1,912,545,421</u>	<u>1,490,978,268</u>	Placements less than 3 months
Jumlah kas dan setara kas	<u>3,571,183,785</u>	<u>3,313,280,439</u>	Total cash and cash equivalent